

GENERAL FACULTY MEETING
September 4, 2019

1. Call to Order

PRESIDENT BOB CASLEN – called the meeting to order.

2. Approval of Minutes

The minutes were approved as submitted.

3. Report of the President

PRESIDENT CASLEN - Before I get started, we all know that we lost one of our students last week, Matt Grossman. I just want to say thank you to all of you who have reached out to our students, those that were struggling with their loss, struggling with other issues, those that you know that were struggling or whatever, that you reached out to them. And I just want to say thank you very much. And in Matt Grossman's memory, I would just ask you to share with me a moment of silence. Thank you.

Well knowing some of the controversy that got me here as your president, one of the very first priorities that I had was to outreach, to reach out to you the faculty, to reach out to the students, to reach out to the alumni, to the parents, and even to the legislature. I've tried to reach out to the deans and was fortunate enough to be able to spend some time with the Council of Academic Deans recently.

Last week I spent some time with the Center of Innovation and Higher Education, which I really found intriguing. Some of the work they're doing and some of the thoughts and ambitions that as a president that I have, the work that they're actually doing was right in line with that.

I was fortunate to be able to give some comments at the provost's retreat.

I was asked to put together an advisory council by David Snyder and that still is coming together. I look forward to that advisory council so the faculty can come together and provide advice. That's one of the things I'm seeking is your thoughts and advice.

I've had a number of invitations to classes, to libraries and to each one of the deans. I plan to spend some time with each one of the deans this semester and second semester. I can make myself available for each one of the deans to hear some of the issues, to observe some of the work that's going on, some of the research laboratories and maybe attend a class.

Why is this important? It is because I really believe that we're a student-centered organization.

We have to be student centered and the one organization or the one entity that deals with the students on a daily basis is the faculty. So being a student-centric organization, it's imperative that those who have the greatest contact with the students are the ones that we are empowering, that we provide the right programs and the right resources for. Why is my outreach to the faculty so important? It's because I was not raised in the career path that you were. And as a result, it's imperative for me as the president to understand your career path, to understand some of the challenges that you have, to understand the aspirations that you have, your goals and objectives, and the only way I can do that is to sit down with you and spend some time with you and to listen and to hear issues from your perspectives, so that as the president that I have oversight of programs and resources, I can put those programs in those resources and in the right direction to support what you think is important.

Leadership is not about command and control. Leadership is about listening and understanding and creating empathy, and it's important for me, since I was not raised in your career path, to listen and understand the faculty and understand, like I said, some of the challenges that you're dealing with.

My second priority once I got here besides outreach was to assess the university and what's working, what's not, what is some of the greatness that's going on and to understand some of the challenges that we're experiencing. In that capacity, I've asked an external advisory group to come in, headed up by former president of Iowa University and former provost of Purdue University, Sally Mason, and she put together the former president of the University of Delaware and the former president of The Ohio State University. And I know some of you had the opportunity to speak with her. She's going to come back or their committee is going to come back again. And at that point they'll provide an assessment, and I want, I asked her to do that in a public forum.

I've also had some colleagues that I've developed a relationship with over the years in communication, in online programming, and in the medical field as a medical dean. It really focused on a medical campus, the one that we're looking at, to put together. And I've asked them to come up and take a look at each one of those three areas.

I've also asked AGB to take a look at our governing board and to work with the board itself in understanding some of governance issues with the board. AGB is going to come in, and they've agreed to do it, to really look at them from a governing perspective to address some of the issues and challenges that are being addressed in the public forum right now and to provide some really sage advice on governance from the board's perspective. Not only from the board's perspective but from the staff's perspective because of the staff/board relationship that has to exist.

And out of that, it's important that I come up with a vision, which I believe needs to be a collective vision because it's not necessarily a vision that I have right now. It's a vision that based on the assessment and the outreach and listening and hearing from you, the students, and everyone else to incorporate what that vision is. You've heard me say that at least for right now, my vision is to that the University of South Carolina would be the preeminent university in

America, but I think that vision can be refined in a number of areas, and I want to go over some of the areas that I'm looking at right now.

First area is academic excellence. Academic excellence, some people say, well, what does that mean to you? Well, first of all, it means that we have high standards here at the university and this new freshman class, I'm told, has one of the highest standards and standardized testing coming into our university. I think retention and graduation rates are important. I think students' success is important not only here but after they leave and graduate and go into the corporate world or back to their communities.

Internships, experiential learning through semester abroad, and some of the other programs are also important. I also think it's important that we have the programs, the academic programs that attract the best graduate students, and we have the assistantships and programs in place that will attract the best graduate students, and that we not only have the academic programs but the assistantships through us to help them while they're here. It's also important that we have the best research programs to attract these graduate students. I also think academic excellence is attracting the best professors and is bringing the best professors, those that can bring the research that they're doing, the research that they've done and bring research here at the university to the next level, which I'll talk about. But in order to attract the best professors, we got to make sure that we have the right pay in salaries that will attract them as well.

Academic excellence is not only here at the University of South Carolina on the Columbia campus. It's excellence throughout the entire system, and I think there's so much potential in the system and as you know, I'm not only the president of South Carolina-Columbia campus, I'm the president of the entire system. And as I said, there's tremendous opportunity out there, and I'm striving for excellence in the system by bringing excellence through each one of the system chancellors. But the system can help us to address some of the bigger challenges that we have, not only here at the university but across education, across the entire state, particularly in access, affordability, and eligibility. And in that regard, I think one of the ways that we can address this is through in our capacity, not only here at Columbia, but also with the students from the systems in the spirit of service to reach out to some of the K-12 schools throughout the state of South Carolina—a lot of this by the way is already going on. I think we can really organize ourselves to move this to the next level. Our students would become mentors and role models, and they would build relationships and through those mentors and role models and the relationships they build that the young men and women in K-12 would go through the high school years and see because of that relationship, their role model as someone that they want to be like. And if they want to be like that person, and they see themselves in higher education and the opportunities higher education will bring them, they will catapult and aspire to see their high school years as something that's important for them to help them to achieve what their role model is achieving.

Also in the system, as we look at the Palmetto College program, I think that has tremendous potential. The online program I'm looking at to see what it would take to expand it to a full four-year program. And I think that it also can bring efficiencies and standardization with their infrastructure, but that's if you look at affordability and accessibility that will meet students on

their time, in their place and on their timeline.

And I also think it's important as a president to set the conditions for academic excellence by providing the resources, and I'm fortunate as the president to inherit what they call the efficiency initiative of \$29 million. Your provost has done a great job so far in looking and helping to allocate where \$29 million could be directed. And his recommendation, and we're looking to move in this direction, is to put \$6.6 million to restore university operating budgets and \$7.4 million to bring the faculty pay package up to the level it needs to be at.

I also think this vision of preeminence includes excellence and research. It's important that we need to get better in research. There's no reason why we cannot double our federal grants. I think there's just tremendous potential out there, particularly in the Department of Defense and Department of Energy. We've already made connections with the Army Futures Command. We've already made connections down at Fort Gordon, with the cyber institute and connections with the Army Cyber Institute up at West Point, which when I was the president up there, we put in place for \$25 million with an annual \$7 million budget. And their mission in life is to do research and cyber.

We've already worked established contacts with Department of Energy in the Savannah River Laboratory. So these are some of the opportunities I think that are before us that we are already in the process of developing. But really if you look at research, we really need to have the tough question or the tough discussion on where ultimately we want to go with research here at the University of South Carolina, Columbia. Do we want to maintain our R1 status or do we want to seek to obtain an AAU invitation? And knowing if you'd go to the AAU invitation, is it practical, is it feasible? Especially given the fact that there were only four invitations in the last 20 years. But that doesn't mean that we can't strive to get to that level in research. And I think we can, but that's a discussion we need to have because it will require some real alignment of resources to move in that direction.

I also think this vision of preeminence is important to have excellence in diversity. My vision is to make the University of South Carolina the most diverse college or university in South Carolina. Our diversity is strong in graduation rates. Our diversity is getting better in our diverse class that came in. This freshman class being one of the most diverse classes or the most diverse class to come in, but frankly, I'll share with you as I look at the African American minority where we are sitting with a student rate of about 6.7% and when back in the 1980s and the 1990s, I was told that the University of South Carolina had an African American percentage of 18.18 to 20%, I'm trying to understand why we went from 18 to 20% down to six and 7%. Should we accept that?

What were the root causes that caused that, that led to that and can they be addressed? We have the ability to address them. Should we? As I look at our faculty, African-American percentage of 4.5% it's a flagship university where the African American population in the State of South Carolina is 26%. Then why are we sitting with the faculty rate of 4.5% and a student rate of six

to 7%? You can talk diversity all you want, but unless you're willing to put action behind your words, you're just another talker.

The next thing I want to talk to you about, I'm almost finished is, is about some of the organizational structures I'm looking at. And the first one is, and you all know it's important imperative that we have the right search in place for the next provost of the University of South Carolina at the Columbia campus. So I've asked our faculty Senate Mark Cooper, who's done a great job to put the search committee together.

And the search committee, matter of fact, I just got done meeting with them over lunch, and it's an excellent group. I'm not sure if you know who's on the search committee. I'd like to read their names: Dr. Cynthia Corbett, Ms. Anna Cofie, Dr. Mark Cooper, Dr John Dozier, our Chief Diversity Officer, Dr. Birgitta Johnson, Dr. Audrey Korsgaard, from our Board of Trustees, Ms. Leah Moody, Dr. Prakash Nagarkatti, for research, Dr. Angela Liese, Mr. Terry Parham, our General Counsel, Dennis Pruitt, our Vice President of Student Affairs, Student Government president Luke Rankin, Dr. Christine Rinehart, Dr. Todd Shaw, Ed Walton, our Senior Vice President for Administration and Chief Operating Officer, Dr. Song Wang, and Mr. Rob Wilcox.

So they have the responsibility of opening this search. I just read them the charge. They have the job description, the position description, and now they're ready to take off to begin the search for the next provost. It's my intention to have the next provost in place at the second or the spring semester starting in January. But of course, we're not gonna push the timeline to get a provost by January. If we don't have the right provost by January, we'll make sure that we'll extend the timeline.

The other organization you might've heard me talk about is a presidential fellowship to really serve as what I call the executive assistant, but someone suggested I refer to this position description as the presidential fellowship. It would be a faculty member who would want to work with me side by side as the president for a one-year period to get some development organizational development experience to be able to see higher education from an administrative level and then go back into the faculty, and then I would switch them out every year or so.

So I'm collecting names right now. I have a couple that are from the staff, a couple nominations from outside the university altogether, and I have four faculty members who have asked to be considered. And I'll start some of the interviews the week after next.

I have to select a Vice President for Communications, a new position that you might've heard me talk about it as the Vice President for Compliance and Ethics. And I really believe compliance and ethics is important. This is something I learned from UCF when I was there as one of their vice presidents last year. And it's a tremendously important to have an emphasis on ethics and in the values that embrace that ethic of values of integrity and honor and, and those sorts of values, really the values that are embraced in the Carolina creed. And then there's a lot of compliance issues that I know that, you know, like Title IX and NCAA and, and other compliance, that we would put them all together and make sure that we have the right people looking at the right

things to make sure that we are not only in compliance with statute and the regulations that are out there, that we develop an ethic of transparency, and an ethic of the values that embrace our creed. Also I need to select the Chief Operating Officer.

And finally, let me just conclude and then I'll look forward to your questions on why I took this job. And despite the controversy and the numerous other opportunities that I had, knowing that these were the conditions that I was coming into, I took the job because of the students, because of them and their aspirations to be part of something bigger than themselves. Their aspirations to use education as a means to better themselves, their aspirations to graduate and give back to their community, to participate in the corporate world, to make life better for themselves and make this world better for all of us. And if I have the ability to engage with them and to provide the programs and the resources, it's something that, it's, this is not about me. It's not about our university, really my opinions about our students and our ability to work with them and help them and provide the programs and resources to enable their success. So, they inspire me and it makes me want to serve them even more. So that's why I came. So let me just stop there and anything I talked about or anything else that's on your mind, I'd be glad to take your questions.

UNIDENTIFIED SPEAKER - Thank you for coming and speaking, and I appreciate your comments regarding research and the desire to address that and increase the presence on campus. I was just curious if you could mention your ideas and thoughts with respect to the humanities, basic sciences and the arts, just in terms of what you see as support for existing programs or expansion or changes or anything like that would be appreciated.

PRESIDENT CASLEN – Let me make sure I understand the question. It would be my views on the science and the humanities and arts?

UNIDENTIFIED SPEAKER - Right, so is that, I've come from a sort of applied sciences background. Of course, I'm very interested in increased funding opportunities for research, which you mentioned, and I greatly appreciate it. I'm just curious if you have other thoughts for other kinds of programs, the arts, humanities, etc. What kinds of plans you might have for that.

PRESIDENT CASLEN – I don't have any specific plans off the top of my head, but it, it falls under my entire view of research, and where we need to go. Research opportunities in the applied sciences and humanities--I think there's great opportunities, and there's something we ought to strive on.

One of things that I'm really interested in is this new budget model. Because the new budget model is designed to have each one of the units and the deans to manage their own budget essentially, which means that you look at revenue generated, and you look at expenses and there's gotta be a balance in there. If you're going to generate revenue, where's revenue gonna come from? It comes from tuition, but it also comes from research. It also comes from donor dollars and, and things like that. So if a dean's going to have the responsibility to generate revenue, then research has gotta be a critical component of that, of that particular program. So if I'm the dean of that college then that's something I would certainly to look at to make sure that,

and of course, I as the president have to make sure that I enable them, and I'm able to support them where ever I can.

UNIDENTIFIED SPEAKER -Thanks.

UNIDENTIFIED SPEAKER - Hi. I'd like to know how you are squaring you're ostensible commitment to ethics and preeminence with the fact that your very presence here is threatening the accreditation of the university and the security of the funding for those students who you say you are so inspired to support, and how it is that you think it's okay that you stand here before this body that unanimously issued a vote of no confidence against you and you then say, oh, well governance is about listening. I'd like to hear how you are standing with regard to that.

PRESIDENT CASLEN – Okay, can you say it again? I think I understand the essence of what you're saying.

UNIDENTIFIED SPEAKER – How do you square your commitment, ostensible commitment to implementing ethics, transparency, and a method of governance that's about listening when you're very presence here is threatening the accreditation of this university, the security of our governing systems, and has undercut our procedures and our existing rule of law on this university campus.

PRESIDENT CASLEN -Yeah. Okay. I understand. So, well I'm not the one that was the chairman of the board. I'm not the one that was chairman of the search committee.

UNIDENTIFIED SPEAKER - Yeah but you accepted the position. You are complicit, sir.

PRESIDENT CASLEN - I'm sorry? [Difficulty hearing the question.]

UNIDENTIFIED SPEAKER - You are complicit.

PRESIDENT CASLEN - Because I was the one selected.

UNIDENTIFIED SPEAKER – Because you accepted the job. You are complicit.

PRESIDENT CASLEN - Well, I'm the one that was selected to put in this position, and I am in this position, and I'm the one that's going to take responsibility to move it forward.

UNIDENTIFIED SPEAKER – So how would you then suggest that we receive what you're saying about ethics and transparency when your entry into this university was marked by severe violations of both of those?

PRESIDENT CASLEN - Yeah. Well, I'm the product of the board process. I'm not the one who established the process. Your concerns are with the process of how the board handled this and how the search committee handled it. I'm the one that emerged out of it.

UNIDENTIFIED SPEAKER - Yeah. Tainted.

PRESIDENT – So I'm the one that emerged out of that. I'm not the one that directed how the search was to be done, and I'm not the one that directed how the board procedures were to be done.

UNIDENTIFIED SPEAKER - There was, in fact, a process for how the search was to be done. It was violated repeatedly. You understand. I mean, you didn't expect this meeting would go without incident, did you?

PRESIDENT CASLEN - I'm sorry, I didn't understand your question.

UNIDENTIFIED SPEAKER - I said, my question is why should we trust anything you say about ethics or transparency when you are accepting the position is an endorsement of the process that brought you here?

PRESIDENT CASLEN - Yep, well, I'm not going to defend the process, but right now the board is in discussion with the accrediting agency. The accrediting agency asked for the minutes of the board to make sure that, the credit agency want to see what the published procedures were, what the actions the board took in conjunction with those procedures, proof of those actions by looking at the minutes and then they're going to see whether or not there was integrity in the process or whether there was a lack of integrity. My opinion is that SACS has not yet made a determination that there was a lack of integrity. This is a discussion that's going on between the board and SACS. I'm not in the middle of that discussion because I'm not the one that established the boards procedures or the search committee's procedures. But I would say, it's fair to say that SACS is not yet determined it to be an illicit search.

UNIDENTIFIED SPEAKER – Fair enough. We are waiting on that. However, you do understand that the search was suspended under protests against you in the spring, and we were all under the impression that the search would be continuing and we, all of us in July suddenly received the lovely news of governor McMaster's behind the scenes work. And this was not supposed to happen in July when everyone was gone. This was not supposed to be what the procedure was. So, I understand that. The question about, you know, the about our accreditation is still under consideration, however you have imperiled it. That hasn't happened before. You have accepted this position under knowing that there was a threat to our accreditation that would accompany that. And you haven't answered my question about why we should trust you at all about transparency when you have endorsed the lack thereof of the procedure, the procedure that brought you in.

PRESIDENT CASLEN -I think that you're aligning me with alleged improper board procedures, it's not yet proven. Number one, that the board procedures were illicit and number two, that I'm complicit in it. No, you, maybe you probably don't agree with it, and I respect your opinion, but I'm the one that emerged out of it. I'm the one that now has the responsibility to be the president and to lead. I'm going to lead with character as I led my entire life and I'm going to lead with integrity and transparency. You may think that's not right, but that's the way I'm going to lead. I'm sorry. You know, you're going to see a man of character, and you're going to see a leader with transparency. You're going to see one that will build teams through collaboration because

that's my leadership style and you know, okay, well I'm sorry that you know, it's not going to get there. I will do everything I can to earn your trust. I would just ask that you give me a chance. Next question.

PROFESSOR SUSAN COURTNEY (Department of English and Film and Media Studies) - I was just hoping you could talk to us more about the provost search process. It's great to hear that there's a faculty-led search committee. Can you talk to us about, do you know yet, sort of what the steps of the process will be? Like where will authority lie? What will the, what will the search committee's authority be? Where, who will have the authority to determine the list of finalists? Who will make the final selection, that kind of thing. Thank you.

PRESIDENT CASLEN -So the first thing that the committee has to do is to pick a search company, a search team. So there's a couple of ones that they're considering right now. Second is that we do have the search committee, and we have a couple co-chairs and the co-chairs are the ones that will be the leadership throughout this whole process. Once they pick the search firm, then they're gonna be in the process of collecting names. One of the criteria that I've emphasized with them is to make sure that it's a diverse slate. They will review the applicants, they will conduct interviews, and then their charge to me is to present a slate of the top three. Those three will be the public slate. Their names will be announced and then they'll come on campus for a series of interviews and visits and then we will make the selection based on those three. I've emphasized with them the importance to me of having a diverse slate.

We had a great discussion today about that. And in that diverse slate, they said, well, what if we find the three best? I said, well, if you bring me a slate of three white males and that's your best, I'm going to send it back to you and say, okay, go ahead and reopen the search and find some other qualified people that meets the criteria that we put in place. So we'll see if all of that can be done by December 15th—that's the date that we hope that we will have that complete. And then, hopefully we'll have someone in place by the 1st of January. I told them again, if you can't find a qualified applicant by December 15th then we'll extend the search if we have to.

PROFESSOR JENNIFER REYNOLDS (Department of Anthropology) - I'm very excited to hear that you're interested in increasing eligibility and working to help recruit diverse students in addition to faculty. One of the things I was wondering in your leadership position, how will you help us, lobby the state legislature who puts a lot of obstructionist laws in place that do not support Spanish-speaking population in the state, the Latino population is starting to explode. They're native born children, but their parents are undocumented, and so there's a lot of misconceptions about this population, and it's growing. So I was wondering what other plans you might have to help support our up-and-coming very diverse population of children from Guatemala, Mexico, Salvador, and other places that our residents are native born in and their pathways through given the obstruction that we see in the State House.

PRESIDENT CASLEN -So with, with the microphone all that, I'm having a hard time understanding your question. Let me make sure I understand your question. Your question has to

do with the how are we going to deal with some of our minority students that are undocumented and all that? Well, first of all, we'll do it by the rule of law, but and quite frankly, I don't have a good answer because haven't addressed this particular problem. It hasn't been brought to my attention yet. But I would consult with our legal counsel, and I would consult to make sure that we do it in accordance with the rule of law. It's important that we understand and we're compassionate, but it's also important that we'd do it in accordance with the rule of law. I'm not sure it's the right answer, but let me take some more thought. I'll talk to our legal counsel about the best way to approach that.

PROFESSOR CAROL HARRISON (Department of History) -I'd like to ask you about the university's endowment. So fundraising is obviously an important role for the president. And preeminence, I think we can all agree, is going to require significant endowment funds. So, I was wondering if you could tell us all today where the endowment stands? What is an eminent endowment in the world of US higher education and what is your strategy from getting from where we are to where you think we ought to be?

PRESIDENT CASLEN - Well, I just met with the foundation earlier today, as a matter of fact. The Education Foundation has an endowment of \$788 million. So, if you look at what that generates annually, you can make the assumption it generates anywhere from \$28 to \$30 million annually. So, again, the endowment is \$788 million in the Education Foundation and that had dominant generates \$28 to \$30 million. I asked him, how do we know where that goes? How does it get distributed across all the different units back into the education programs and scholarships? I am told out of the \$30 million that it generates a year, \$13 to \$14 million goes to scholarships and the rest it goes into the programs that I designate that I designate the academic, the other academic programs that are out there. The question I'm pursuing is if \$13 to \$14 million of \$30 million goes to scholarships, where does the other \$16 million go? How is it distributed? What priorities are out there? And I don't have the answers to those yet, but the specific answer is a \$788 million in the endowment that generates \$30 million into academic programs and scholarships every year.

PROFESSOR HARRISON - The second part of the question was how we get from that \$788 - 800 million to the same place where universities that have large endowments are, because that's actually a very, very small endowment in the world of American higher education.

PRESIDENT CASLEN - Well, you know, they just finished a campaign that had generated, I'm told \$1 billion dollars. So I asked to see the lay down of \$1 billion and what that looks like. A lot of it is restricted donations on restricted programs, designated programs. A lot of that I'm told is money that is made available in when someone passes on. And so some of it's available in that regards and some of its capital construction, but the rest of it is out there someplace. So what I've asked them to show me is, okay, out of \$1 billion, how was that broken out? What's the distribution of that? Because the next capital campaign, which will probably begin in another two years, will not be just for \$1 billion. It's going to be more towards \$2-3 to \$3-4 billion. That number I'm told is still to be determined. So, lot of that's still going to be contributed into the

endowment.

So that \$788 million endowment, which generates \$30 million a year, you know, if with the next campaign, if that can double then all the better. You know, we're not like Harvard and not like some of these other Ivy League schools that have endowments that frankly they don't have to worry about tuition because they, I mean the endowment is so large that it really covers their academic programs in really great degrees. So you're right. I think you're right. I mean \$788 million which generates only \$30 million on endowment is really small. I thought it was going to be much bigger than that. Other questions? Okay. Thank you very much. Next order of business is that the provost comes up and gives a report. Thank you.

4. Report of the Provost

INTERIM PROVOST TAYLOE HARDING - Thank you, Mr. President. My name is Tayloe Harding and I'm the Interim Provost for 2019-2020. I'd like to welcome you to our first General Faculty meeting of the year. It's great to see so many of you back here. I have looked through previous notes from previous provost deliveries at this particular General Faculty meeting and a great deal of what was on my agenda, the president dealt with. So I have been sitting there as he talked, editing as we went along to make sure that I only hit those things that he did not hit.

I'd like to welcome, though I'm sure she's not in the room, our only new dean for the year: Marjorie Jenkins is brand new at the UofSC School of Medicine in Greenville. We met her at the provost's retreat. She is our only new dean as I said. So we have a full complement of deans beginning the fall which is reasonably common but doesn't happen every year.

I'd like to report on the Excellence Initiative as well. You'll remember that a couple of years ago we had 3% cut from all our budgets to make a fund for the Excellence Initiative. This past year, the Board of Trustees recognized eight of the proposals that were sent in that went through phase one and phase two of that process. Those eight proposals have all been awarded. Some of the money's been expended already, and the activities have begun. There are quite amazing programs. I hope to be able to put out a public announcement of those eight here shortly and then you'll be able to review which ones they were.

I'd like to report that we have this fall, our latest arena. You'll remember that in the past, Provost Gable helped create with deans and student affairs and others in the provost's office, these arenas which she liked to call arenas, which were living and learning communities centered around particular disciplines and research study.

We have the Rhodos Fellows, which is the second most recently founded; the original Galen Fellows from a couple of years ago; and this year we started a new one in entrepreneurship. We have 50 individuals in that living learning community this fall that's going on with the other two. And I really wanted to publicly thank Dirk Brown for being our principal with that this first year, and we'll be searching for a new principal for that as the living learning community goes on.

I want to say a word or two about budget cuts. You'll remember that the president mentioned the Efficiency Initiative. The Efficiency Initiative was something that was created by board action on the 21st of June this summer. It cut a certain amount of money from all academic and administrative budgets on the campus and then also applied the pay package. All of the raises to all employees at the institution earning a \$100,000 or less, they got a 2% raise and all employees that earn 70K or less, a one-time \$600 bonus. All of those costs were met by individual unit budgets rather than centrally, with those two aspects of the Efficiency Initiative totaling about \$22 million. The president used a figure 29. The balance of that between that \$22 and \$29 came from state-appropriated money. So, there's a \$29 million fund there. \$22 million of which were cuts to the colleges and administrative units. As he mentioned, I've worked very hard with people in my office and listening to deans throughout the summer and have arrived at a figure of \$6.6 million that I'd like to try and apply back to that \$22 million Efficiency Initiative. The goal of that initiative being that there's always some degree of efficiency we can strike in every unit on the campus, and that's how that money was founded.

And then to some extent we should, after having made those cuts, look and see what really happens as a result of the cuts and then mitigate them where we can. That's a responsible way to deal with efficiency. That's what we've done. That's what that \$6.6 million when approved by the board will mitigate later in this fiscal year.

He also mentioned a \$7.4 million figure as a part of a faculty pay package. The details on exactly how that would be applied to faculty salaries is yet to be worked out. That's a very complicated picture. Those of you who've been through three compression exercises on the campus will remember that going through each of those compression exercises was very complicated because there are a lot of legal matters involved. But it will be some time, I hope, before the end of this calendar year, certainly by the beginning of the spring semester or not long into it, that we'll have some kind of idea about how that \$7.4 million, if approved by the Board of Trustees, will be applied to faculty salaries to deal with matters of compression and merit primarily.

I'd like to say as it relates to the budget cuts as well, that, the internal grants program that the provost's office offers each year, that has been before this year, at the end of last year, part of the provost office's cut, relative to those efficiency dollars. What I'm trying to do as a part of the mitigation, as I mentioned before, is to see if I can't get that grant money back so that those of you who have counted on social science, arts and humanities grants, visiting scholar grants, and other internal grants that have come from the provost's office can be sustained at least at some level. So be looking for the call probably a little later than normal this year as I try and work that out, the terms of that mitigation.

Let me say a few words if I can about the students and report there. This is a, both the student and a faculty and a staff matter. You've seen emails regarding the various national outbreaks of measles and what we're trying to do to make sure that we are as safe as we can be. And we have an environment and a culture here that is safe from an outbreak of measles. You will have seen those emails. If you have any questions about that, the Student Affairs folks have been managing

this for us. You could reach out to their office. They will have answers to any question you might have relative to a measles outbreak and inoculations.

We're right in the middle of their First-Year Reading Experience and University 101, *Factfulness* was the book this summer. I hope many of you read it. It's a really great book to read, especially if you need some picking up. It's a book that finds joy out of sorrow and positive forward movement out of difficult times. And I found that particularly inspiring myself this summer.

Interest in activity with Study Abroad continues to grow. I just want to remind faculty though that working with the Study Abroad Office to make sure that you and all of your students, whether it's related to a course you're teaching or whether you just know of students that are going overseas on Magellan or other research work that's in any way involved with the university, please you and they be registered at the Study Abroad Office, so that all the insurance issues are covered and all of the knowledge that the university needs to have of your travel is logged.

Diversity and Inclusion at the institution, an operation led by our Chief Diversity Officer, John Dozier, currently reports to the provost. The president mentioned it will be reporting to the president at the Vice-Presidential level. And I wanted to add to that that the Diversity and Inclusion Strategic Plan was passed by the Board of Trustees last year and trying to fund that strategic plan will also be a part of the discussions that I have with the president relative to that \$29 million we talked about before.

And then two final things. The president mentioned the Executive Assistant/Presidential Fellow position. He also mentioned the search process and interviews, et cetera. I just like to reiterate that if you're interested, I've had any number of people mentioned to me that they may be interested, please reach out to me, and I will connect you to the folks to whom you should be connected in order to have an interview and discussion with the President about that position.

And I'd also like to make everyone aware, it came out in a, in a provost announcement here this week that we're searching for the faculty principal position in Capstone. Patrick Hickey is stepping away from that after many years of extraordinary service to capstone. And if you're interested in being the faculty principal at Capstone, check the provost's website for all of the details relative to that.

A part of my report, I have three parts of my report, the first are those remarks. The second is to read from the Report of the Promotion & Tenure Committee (UCTP) and our collection in the Provost Office. So, I'm going to do that now, and bear with me as I go through these statistics. This is always as a dean, I should say my favorite part of the meeting.

We had 106 total faculty members who applied for tenure and promotion in academic year 2018-2019. The total number of decisions both tenure and promotion was 167: 61 assistant professors applied for tenure and promotion to associate and 59 were awarded tenure and promotion.

Three associate professors applied for tenure only and three were awarded. 38 tenured associate

professors applied for promotion to professor and 35 were awarded. Four librarians applied for tenure and four were awarded.

And the unit votes: 66 of 68 unit votes for tenure were positive. That's 97.06% . And 96 of 99 unit votes for promotion were positive, that's 96.97%.

Then decision agreements at all levels. Agreements ranged from 92.11% on promotion to professor decisions between the UCTP and the provost, and the UCTP and the deans, to 100% agreement between the provost and deans on all tenure and promotion decisions. And 100% agreement between the provost, president, and president and deans on all tenure decisions.

The percentage agreement between the UCTP and the president ranged from 97.06 to 98.36%. The percentage agreement between the UCTP and the provost ranged from 92.11% to 97.06%. The overall average percentage agreement across all decisions was 97.45%. All of these statistics are contained in a matrix that is submitted to the faculty, to the Senate and to Academic Affairs.

And now the third part of my report is the time where I ask university officials, mostly deans, to introduce new faculty. And it's my pleasure to recognize first, as we do this, Dean Lacey Ford from The College of Arts and Sciences.

DEAN LACY FORD (College of Arts and Sciences) -- Thank you Tayloe. Through good stewardship of its resources, the College of Arts and Sciences was able to recruit and hire 29 tenure-track faculty members last year and 15 instructors. 19 of those tenured and tenure-track faculty are joining us this fall and the rest will join us in January. I'm going to call the names of all of the tenured and tenure-track faculty followed by the instructors. And if you're here, please stand. First for the tenured and tenure-track faculty:

Besim Dragovic - School of the Earth, Ocean and Environment, Assistant Professor

Meena Khalili - School of Visual Art and Design, Assistant Professor

Miyeon Song - Political Science, Assistant Professor

Nukhet Varlik – History, Associate Professor

Alyssa Collins – English, Assistant Professor

Elizabeth Connors - Political Science, Assistant Professor

Michael Dedas, School of Visual Art and Design. Associate Professor

Robert Hardy – School of the Earth, Ocean and Environment, Assistant Professor

Mariah Kornbluh – Psychology, Assistant Professor

Nancy Linthicum – Languages, Literatures, and Cultures, Assistant Professor

Shin Minsuk – Statistics, Assistant Professor

Kelsey Shoub - Political Science, Assistant Professor

Dustin Whitehead - Theater and Dance, Assistant Professor

Kaitlin Boyle – Criminology and Criminal Justice, Assistant Professor

Jennifer Deckert – Theatre and Dance, Associate Professor

Ha Byeongwon – School of Visual Art and Design, Assistant Professor

Andre Megerdichian - Theater and Dance, Assistant Professor

Juan Tellez - Political Science, Assistant Professor

For Instructors:

Fadira Badr – Languages, Literatures, and Cultures

Myisha Eatmon – History

Kristen Hogan – Biological Sciences

Daniel Savu – Mathematics

Angelia Turner – Criminal Justice

Millisa Bates – Biological Sciences

John Cook – Physics and Astronomy

Valarie Curry – Languages, Literatures, and Cultures

Deidre Garriott – English

Katherine Goldberg – Anthropology

Alison Luscomb – Chemistry and Biochemistry

Albert Nunez – Philosophy

Rosario Pollicino – Languages, Literatures, and Cultures

Hanne van der lest – Sociology

Shaoyun Yi – Mathematics

Erin Hanna – Mathematics

Thank you very much.

INTERIM PROVOST HARDING - Dean Rob Wilcox will introduce new faculty from the School of Law.

DEAN ROB WILCOX (School of Law) – Mr. Provost, the Law School welcomes one new faculty member this year and she is teaching right now, so she's not with us, but I hope you find a chance to meet. Professor Emily Winston joins our Business and Corporate Law faculty. She received her JD from Chicago Law School and comes to us from a research fellowship and law

and business at New York University Law School. Thank you.

INTERIM PROVOST HARDING - It's interesting that these mics have a little reverb on them. I feel a little like Steven Tyler up here, but it's kind of an arena rock sound. So we'll have to tinker with that Rob to get that turned down a little bit.

The College of Education. We have Associate Dean for Diversity, Equity Inclusion, Dr. Michelle Bryan to introduce new faculty.

ASSOCIATE DEAN MICHELLE BRYAN (College of Education) -The College of Education was pleased to welcome around eight new faculty members. I believe one is in the room. So, I'd like to acknowledge Dr. Terrance McAdoo who joins us from North Carolina A and T University. He's joining the Faculty of Our EDD Program and Curriculum Instruction. Welcome Terrence

INTERIM PROVOST HARDING - Dean Stephen Cutler introduce faculty new to the College of Pharmacy.

DEAN STEPHEN CUTLER (College of Pharmacy) -- Thank you Mr. President. Mr. Provost, distinguished faculty and guests. The College of Pharmacy is pleased to welcome five new faculty members to this academic year. The first individual is Caroline Asbill. She's a Clinical Assistant Professor in the Department of Clinical Pharmacy and Outcome Sciences. She's also maintains a practice site and pharmacy operation at Prisma Health Richland. She received her Doctor Pharmacy Degree from South Carolina College of Pharmacy.

We also have Alexander Gasparian. He's an adjunct Clinical Assistant Professor in Drug Discovery and Biomedical Sciences. He has a PhD in Biology and Molecular Oncology from the Blokhin Cancer Research Center in Moscow.

Tessa Hasting is an Assistant Professor in the Department of Clinical Pharmacy and Outcome Sciences. She recently received her PhD in Health Outcomes, Research and Policy from Auburn University School of Pharmacy.

We also have Joseph Magagnoli. He's a Clinical Assistant Professor in the Department of Clinical Pharmacy and Outcome Sciences. He has a Masters of Science degree in Statistics from Texas A&M University.

And we have Julie Sease. Dr. Sease is a Senior Associate Dean and Clinical Professor in the Department of Clinical Pharmacy and Outcome Sciences in the College of Pharmacy. She received her Doctorate of Pharmacy degree from the University of South Carolina and she completed her primary residency at the Dorn VA Medical Center. Please join me in welcoming these faculty to the University of South Carolina.

INTERIM PROVOST HARDING - Introducing new faculty to the Darla Moore School of Business is Dean Peter Brews.

DEAN PETER BREWS (Darla Moore School of Business) - Thank you, Mr. Provost. I'm not sure what Steve Tyler would do with the information that you presented, but it was a fabulous, fabulous notation. Mr. President, I am delighted to introduce 11 new faculty members. We actually had 16 that joined us, but because we can do what we want, I would only like to mention those that we hope are here this afternoon. We are now testing the Moore School's information system gathering capability.

From Management Science, Assistant Professor Blair Flicker, I'm hoping is here. Blair holds a degree from the University of Texas at Dallas.

In the lecturer status from Management, we have Buffie Schmidt with us. Buffie holds a degree from Augusta University.

In Accounting, I am delighted to welcome as a lecturer Jessica Lewis, in accounting information system. Anyway, Jessica has a degree from the University of South Carolina in Columbia. Hopefully she's teaching.

In Finance, an Assistant Professor Matthew Souther. So Finance and Accounting, there's an issue. But just to let you know, Matthew is from the University of Florida.

From Management Science, Assistant Professor Necati Tereyagogiu. So Management Science equally, by the way, he holds a degree from the University of Pennsylvania.

Then in Economics, Philip Brookins. Philip, nice bow there. Philip holds a degree from the University of California at Berkeley.

Then in Accounting and I know this accountant is with us today because Tim left and he has now come back. Tim Baker from Accounting. Tim holds a degree from Kennesaw State University.

Then in Finance, Clinical Professor Todd Stonitsch. Todd, you have what, you have re regained the standing of the Finance people and Todd holds a degree from Georgia State University.

Second last is Wenxin Xu, way at the back. Hello Wenxin, and Wenxin holds a degree from the University of Illinois at Urbana Champagne.

And then last but certainly not least, Xiaojing Yang in Marketing and Xiaojing a degree from Indiana University. Thank you. Mr. Provost

INTERIM PROVOST HARDING - Dean Hossein Haj-Hariri will introduce new faculty from the College of Engineering and Computing.

DEAN HOSSEIN HAJ-HARIRI (College of Engineering and Computing) - So Provost, Mr. President and dear colleagues. It's my pleasure to introduce new faculty that have joined us since January of last year. And for this semester we were fortunate to hire 12 people: seven tenure, tenure-track and five instructors. I will introduce them by department.

In Chemical Engineering. We have Nader Taheri-Qazini, Assistant Professor. Nader was a postdoc at the University of Chicago and his PhD is from Amirkabir University of Technology in Iran.

We have Monirosadat Sadati. I think she's a new mom. She's not here, Assistant Professor and former post-doctoral scholar at University of Chicago also and PhD from ETH Zürich.

In Civil Engineering, he is in classroom today, Yuche Chen as Assistant Professor. He used to be Research Assistant Professor at a Civil and Environment Engineering at Vanderbilt and PhD from UC Davis.

In Computer Science and Engineering. You mentioned the excellence fund. I am delighted to introduce professor Amit Sheth who is the professor and founding Director of the Artificial Intelligence Institute, which was funded by one of these excellence initiatives. Dr. Sheth has a tremendous record, former LexisNexis, Ohio Eminent Scholar and Executive Director of Ohio Center of Excellence on Knowledge-enabled Computing, Professor of Computer Science and Engineering and also Professor of Biomedical Sciences at Wright State University. His PhD is from The Ohio State University.

We also have in computer science professor Ramtin Mohammadizand, Assistant Professor and Ramtin used to be at UCF as a research group leader and his PhD is also from UCF. You could have shared the U-Haul with somebody else from UCF.

Casey Cole is an instructor in Computer Science. I think Casey is in classroom, also with a degree from University of South Carolina.

And William Hoskins also is in class and he has a degree from University of South Carolina.

In Electrical Engineering. We have Alphan Sahin as Assistant Professor, former Staff Engineer at InterDigital Communications Incorporated and PhD from University of South Florida.

In Integrated Information Technology. We have Travis Dalton is in the classroom and he is an instructor with a degree from UNC-Greensboro.

In Mechanical Engineering, Andrew Gross, Assistant Professor, Postdoctoral Fellow in the School of Engineering and Applied Sciences at Harvard and PhD from UT Austin.

And we also have two instructors in Mechanical Engineering, Odell Glenn. Odell has a PhD from us, University of South Carolina and Mostafa Mobli, also a PhD from University of South Carolina. Thank you very much.

INTERIM PROVOST HARDING - Dean Tom Reichert from the College of Information and Communications will introduce that college's new faculty.

DEAN TOM REICHERT College of Information and Communications) - Thank you, Provost. The College of Information and Communications is pleased to welcome six new faculty members this year.

A first is Andrea Hickerson. She's the director and professor in the School of Journalism and Mass Communication. She earned her doctorate at the University of Washington.

Anli Xiao is an Assistant Professor in the School of Journalism and Mass Communication with an emphasis in Public Relations. Her degree is from Penn State University.

And then we're very pleased to announce that Nicole Cooke is the Augusta Baker Endowed Chair and she joined us from the University of Illinois, the top rank, the Librarian Information Science in the program and her degree is from Rutgers and we're very pleased to have her this year.

We have three instructors joining us. Jason Porter is an Instructor at the School of Journalism and Mass Communication with an emphasis in Visual Communication. Jackie Keisler is also an Instructor in the School of Journalism and Mass Communication with an emphasis on Public Relations and Marcia Purday is also in the School of Journalism and Mass Communication and her emphasis is in Advertisement. Thank you.

INTERIM PROVOST HARDING -Dean Jeanette Andrews will introduce new faculty in the College of Nursing.

DEAN JEANNETTE ANDREWS (College of Nursing) - Greetings, Mr. Provost and Mr. President. From the College of Nursing, we have five new faculty who started this summer and fall, four of which are here. The first who is not here is Dr. Jean Davis. She is our PhD Program Director and Professor. She has her PhD in Nursing and a minor in Physiology from the University of Arizona. Next is Laura Herbert. She's here. Dr. Laura Herbert is a Clinical Assistant Professor. She has her doctorate in Nursing Practice from the University of South Carolina. Next is Dr. Brooke Patterson. She's an Assistant Professor. She has her doctorate of Nursing Practice from the Medical University of South Carolina. Next is Dr. Sarah Slone as an Assistant Professor. She has her Doctorate Nursing Practice from Johns Hopkins University. And last but not least is Dr. Lori Vick, who's an Associate Professor. She has her PhD in Nursing from the Medical University of South Carolina. Thank you.

INTERIM PROVOST HARDING – Dean Sarah Gehlert will introduce faculty new to the College of Social Work.

DEAN SARAH GEHLERT (College of Social Work) - Thank you Tayloe. I'm pleased to introduce two new Assistant Professors and I'm also pleased with they are both here. The first is Yanfeng Xu who comes to us from the University of Maryland with a specialty in Children and Family Studies. And the second is John Doering-White who comes to us from the University of Michigan with a specialty on Refugee and Immigrant Studies. He also has a joint appointment in Anthropology. Thank you.

INTERIM PROVOST HARDING – New faculty in the Arnold School Public Health will be introduced by Associate Dean of Operations and Accreditation. Lee Pearson.

ASSOCIATE DEAN FOR OPERATIONS AND ACCREDITATION LEE PEARSON (Arnold School of Public Health - Good afternoon, Mr. Provost, Mr. President and faculty colleagues. We have 13 new faculty hires in the Arnold School this year. And then in the interest of time, I'll introduce the three who I believe are here with us today. Dr. Chen Liang, who is an Assistant Professor in our Department of Health Services Policy & Management. He is joining us from the University of Texas Health Sciences Center where he earned his doctoral degree and also served as an Assistant Professor prior to joining USC at Louisiana Tech University.

Next we have Dr. Nabil Natafqi who is an Assistant Professor in our Department of Health Services Policy & Management. He joins us from the University of Iowa where he earned his doctoral degree and then served as a Postdoctoral Fellow at the University of Maryland.

Last but certainly not least, Dr. Dakota Sharp with our Communication Sciences & Disorders Department is a Clinical Assistant Professor and joins us from James Madison University. Welcome

INTERIM PROVOST HARDING - Dean Les Hall will introduce faculty new to the School of Medicine.

DEAN LES HALL (School of Medicine) - Thank you Mr. Provost. Mr. President, members of the faculty, it's my privilege to introduce nine members of the School of Medicine in Columbia. Several of them have conflicts that prevent them from being here today, but if you are here, please stand as I mentioned your name.

First is Brandon Busbee, an Assistant Professor in the Department of Pathology, Microbiology and Immunology. Casey Childers has joined as an Assistant Clinical Professor of Neuropsychiatry and Behavioral Health. Dr. Childers received her PhD degree from the University of South Carolina. Reilly Enos is an Assistant Professor also in Pathology, Microbiology & Immunology. Laura Ernst is a new faculty member in our Physician Assistant Program where she joins as a Clinical Assistant. Professor Dr. Forrest Lowe is an Assistant Professor of Neurology who joined us from the Medical University of South Carolina. Dr. Joe McQuail is an Assistant Professor of Pharmacology, Physiology and Neuroscience. Dr. Christine Sacco-Bene is a Clinical Associate Professor who has joined us in the Rehab counseling program. Dr. Kandy Velazquez has joined us as an Assistant Professor of Pathology, Microbiology and Immunology. And lastly, Dr. Juhua Zhou has joined us as a research Assistant Professor of Pathology, Microbiology and Immunology. We welcome all of these to our faculty. Thank you.

INTERIM PROVOST HARDING - interim Dean Andrew Gowan will introduce faculty new to the School of Music.

INTERIM DEAN ANDREW GOWAN (School of Music) -The School of Music is pleased to introduce four new faculty today. Bruno Alcaide in the area of Music Theory. Bruno's doctoral work is from Northwestern. We also introduced Jay Jacobs who will be the Associate Director

of Bands and the Director of Athletic Bands, doctoral work at the University of Florida. Not with us, but teaching at this time, professor Claire Bryant, in the area of Cello, there's always room for cello. She's a product of the Juilliard School. You've got that story. And also Jabarie Glass in Choral Music. Jabarie's doctoral work from the University of Michigan. Thank you.

INTERIM PROVOST HARDING - and Chancellor Susan Elkins is going to introduce new faculty in Palmetto College.

CHANCELLOR SUSAN ELKINS (Palmetto College) -Thank you. Provost Harding. Mr. President. Hello. Good afternoon. We are pleased to welcome 10 new faculty members to Palmetto College. And this afternoon they're either out on the campuses in class or watching by streaming video. So first at USC Lancaster, we have Jared Yarosh Assistant Professor with a PhD in Sociology from Oklahoma State University. Also at USC Lancaster. We have Nahid Swails an Assistant Professor with a PhD in Physics from the University of South Carolina.

At USC Salkehatchie. We have Kirsten Iden an Assistant Professor with a PhD in English from Auburn University. Also from Salkehatchie, we have Lokendra Paudel an Assistant Professor with a PhD in Mathematics from New Mexico State University. At Salkehatchie, we also have Yasmina Vallejos-Moreno an Assistant Professor with a PhD in Latin American Literature from Purdue University. Finally, at Salkehatchie we have Jessica Bryan, a Clinical Instructor with an MSN from Charleston Southern University.

At USC Sumter, we have Kathleen Klik, an Assistant Professor with a PhD in Psychology from East Tennessee State University and also at Sumter Sher Chhetri, an Instructor with a PhD in Mathematical Sciences from Florida Atlantic University.

And at USC Union, we have Emily Schafer with a PhD in International Family and Community Studies , an Assistant Professor from Clemson University and finally at USC Union, Steven Lownes, an Assistant Professor with a PhD in Spanish and Portuguese from The Ohio State University. Thank you.

PROFESSOR HEATHER HECKMAN - Thank you, Provost Harding. Hi, I'm here to introduce the four new Librarians that joined University Libraries this year. We're thrilled to have them. First of all, Ann Abney has joined us, joined us from the National Archives. Her degree is from the University of Maryland. Lance DuPre, a graduate of UofSC joins us in Library and Information Technology. Also in Librarian Information Technology and also a graduate of UofSC Peng Gao joins us from Utah State. And last but not least, Valerie Lookingbill is in our Research and Instruction Department and a University of South Carolina graduate as well. Thanks so much.

5. Report of Faculty Senate

FACULTY SENATE CHAIR MARK COOPER - Good afternoon. Thanks for coming out on this breezy, but not yet rainy day. I'm going to keep my remarks brief because I know this gets to be a long meeting. I do want to extend a personal welcome to the new faculty who are joining us. I'm finding that my favorite part of the job of Faculty Senate Chair is meeting colleagues from across campus. And so I hope I will get the opportunity to meet personally at least some of those of you who are joining us and to learn a little bit more about your work.

Because we have so many new faculty members here. I wanted to just explain why there are two meetings. You may have noticed, we have a general faculty meeting today and then a Faculty Senate meeting next week. This is because until 1970, the university is governed by the whole faculty in large meetings, chaired by the president. In 1970, the faculty delegated most of its responsibilities to the then newly created Faculty Senate, but not all responsibilities. So, for example, the General Faculty retains the authority to propose changes to the Faculty Manual, which is the closest thing we have to a contract at the university. So, if you're new, please do know that most shared governance happens through the Faculty Senate and the standing committees established by the Faculty Manual. More about that in just a second. But the agenda for this meeting is important to watch in case there are Faculty Manual changes. And this meeting happens at the beginning and the end of every academic year.

I mentioned those committees. The committees are described in the Faculty Manual and on the Faculty Senate's website. We have vacancies, so if any of these topics thrill you, please reach out to me or to Elizabeth West, secretary of the Senate. There's the Committee on Academic Responsibility, the Information Technology Committee, Professional Conduct, which requires that members be full professors. Is that correct? And the Admissions Committee. All these committees need enthusiastic new members.

I started on August 1st, the same day as our new president. I met with him that afternoon. He asked me two questions: Can I help him expedite the Provost search, and did I think faculty would be interested in bottom-up budgeting? Which you've heard about today. My answers were yes and yes. I thought these were very good questions to ask at the meeting because some discussion of the provost search came up. Let me just tell you a little bit about the process whereby I recommended names.

I immediately reached out to the Steering Committee of the Faculty Senate and said to the Steering Committee, which has this responsibility in the Faculty Manual, that I was interested in nominations that would be diverse both demographically and in terms of discipline, and that would be professors of stature sufficient to attract excellent candidates for the position of provost. I received several nominations very swiftly, and I vetted the list according to those same criteria.

I know the names came fast and maybe you were counting or not counting, but we have seven colleges represented on the search committee. It's a majority faculty committee. It's co-chaired by Tom Vogt and Gloria Boutte. Tom's in the College of Arts and Sciences and Gloria in the College of Education. Are you here, Tom and Gloria? They will be conducting the search. We

were charged today. I thought it was a very productive meeting. If you have questions about the search, it should now go to one of those two co-chairs.

There was a request for proposals for the search firm. So, if you're curious about that, I believe you can still find the request for proposals on the Procurement website, and it gives some things about qualifications for the search firm, a little bit of timetable information, so forth.

I do want to say that the conversations I've had with the president have convinced me that he is sincere in his desire to lead a successful institution and also in his desire to work with faculty and students. I think he knows we can be a handful, there's some challenges there that need to be worked through. So, I look forward in working with you and with him on that.

Next week, I hope to engage the Faculty Senate in a year-long project to re-examine and reinvigorate shared governance. I imagine this will be a wide-ranging discussion that will consider our shared governance structures and habits at every level from how we interact with the Board of Trustees, to how we talk with each other as colleagues.

By habits, I mean that I would like to encourage you to think twice before saying something like, the Faculty Senate doesn't do anything or the Faculty Senate has no power. Consider saying instead, the Faculty Senate should do more and the Faculty Senate might have more power. And if you could follow up with some suggestions, I think that would be great. I noticed that some departments have room in their department meetings for conversations with their senators. Other departments don't. If your department doesn't, I would encourage you to try and make some space. I'm not talking about a space for somebody stand up and read the minutes or read the report. I'm talking really about an opportunity for your senators to hear what's of concern to you so they can bring those matters back to the Senate and convey topics that may be of interest across campus.

The last thing I want to say is, oh, I have one more announcement to make, but, last thing I want to say concerns the system. I think we're going to see a lot of thinking about the system. I was delighted to hear Chancellor Elkins read the names of fantastic new faculty who are coming on board to the Palmetto College. I would say that my colleagues on this campus don't understand our relationship with Palmetto College very well most of the time, and we could work on that. We could be better about that. So, if some faculty member in your area from the Palmetto college reaches out to you in an email, please return that email and learn a little bit more about their concerns and what they do. They would like to be involved in research activities on our campus, talks and so forth, if we can arrange that.

All right, the last announcement I was asked to make, the College of Nursing and the Office of Diversity and Inclusion are co-sponsoring the Fall Finding Common Ground Forum and this forum will feature Dr. Benjamin Reese who will present who will present Implicit Bias Choices and Decisions. And this will be on September 12th, next week, at 1:30 PM in the Russell House Ballroom. And I'm guessing that you can find more information about this on the Office of Diversity and Inclusion website. Are there any questions for me?

6. Old Business

There was no old business.

7. New Business

There was no new business.

8. Good of the Order

PROFESSOR CHRISTIAN ANDERSON (College of Education) - Good afternoon. My name is Christian Anderson. I'm an Associate Professor of Higher Education in the College of Education. On July 16th, as many of you know, we organized or reorganized or recreated a chapter of the American Association of University Professors, here at USC. I say recreated because for at least 55 years, there has been a chapter here off and on. At that organizational meeting, I was elected president of the chapter and during my term along with the other officers and members, my goal is that we create a structure and culture, just to sustain the chapter into the future so that there is no more off just on.

The purpose of the AAUP is to promote sound academic practice and principles including and especially academic freedom and good shared governance. And that's what we plan to focus on and work on. Our first chapter meeting will be next Thursday, September 12th at 5:00 PM in Wardlaw College, Room 110. There is a link to the agenda on our Twitter page, which is simple to remember: UoSC_AAUP. All faculty are invited regardless of whether or not you are a member of the AAUP. If you have any questions, feel free to contact me or if you want to be added to the email list, let me know after the meeting. Thank you very much.

9. Adjournment

A motion to adjourn was seconded and approved.

The next meeting of the General Faculty will be April 28, 2020, at 2pm in Gambrell Hall 153.