

**THE UNIVERSITY OF SOUTH CAROLINA  
REGIONAL CAMPUSES FACULTY SENATE  
--  
ITS FIRST TWENTY-FIVE YEARS**

**BY  
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**For my parents,  
Rose and Lester Hayes,  
who gave me that precious gift,  
a love of learning.**

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## Foreword

This history was created to commemorate the silver anniversary of the creation of the University of South Carolina Regional Campuses Faculty Senate in January 1968.

The narratives are based primarily on the sets of Minutes compiled over the years by a succession of volunteer, drafted, and elected secretaries of the Senate. As with any such documents, these Minutes are precisely as accurate and complete as the care and perception of the persons recording them. Unfortunately there are at least two sets of Minutes which have been lost (May 1968 and February 1970). As these Minutes are referred to at successive meetings, they undoubtedly did exist at one time. In addition, although the Senate voted in October of 1968 to meet every other month, there are in fact no Minutes for December meetings in the years 1970, 1971, and 1972. The last meeting of 1971-72 was in March. In the 1972-73 academic year there are Minutes only for September and February with no evidence to suggest that other meetings were held. From 1973-74 through 1977-78 the Senate met four times a year, although the particular months varied. Beginning in 1978-79 the Senate settled into a pattern of meeting in September, November, February and April which has continued through the current year.

Some information for both the narrative sections and the annual directories was derived from the several editions of the Regional Campuses Faculty Manual published in 1973, 1976, 1979, 1983 and 1992. Copies of the Minutes and the manuals are available on the Columbia campus at the office of the Vice Provost and Executive Dean for Regional Campuses and Continuing Education and at the office of the Associate University Librarian for System Library Services.

The annual directories provide the names of University administrators and Senate officers as well as dates and places of Senate meetings.

## Acknowledgments

Special thanks are due to the hard-working and often unsung secretaries of the Senate without whose note-taking and minutes-composing this document could not have been written.

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December 31, 1992

**THE UNIVERSITY OF SOUTH CAROLINA  
REGIONAL CAMPUSES FACULTY SENATE**

--

**ITS FIRST TWENTY-FIVE YEARS**

**ANNUAL NARRATIVES**

## Introduction

"The initial meeting of the Faculty Senate of the Regional Campuses was held at 11:00 a. m., on Tuesday, January 30, 1968, in the Keystone Room of the Capstone House on the campus of the University of South Carolina in Columbia." (1/30/68, p.1) <sup>1</sup>

Thus begins the official chronicle of activities of the Regional Campuses Faculty Senate. During the Senate's early years, (i.e., through the early 1970's) the University was growing both in numbers of programs and numbers of students. It was extending its service and making its presence known in all areas of the state. It was serving students who would not previously have been able to obtain a university degree and was offering citizens of all ages and backgrounds the opportunity to upgrade their education, increase their job capabilities and enrich their lives. In the fulfillment of this exciting mission the Regional Campuses took a major role and the Regional Campuses Faculty Senate offered the forum in which faculty members could synergistically contribute and receive support, knowledge and inspiration.

Throughout its twenty-five year history the Senate has found itself dealing repeatedly and variously with several areas of concern. Some of these are: the Regional Campuses' relationship with the Columbia campus (often called "the main campus" in the early Minutes) especially in the area of campus autonomy with respect to admissions, curriculum, grading and other academic concerns; the relationship of Regional Campuses faculty with Columbia faculty in their same disciplines; differing requirements for tenure and promotion between the Regional Campuses and the Columbia campus; the specific roles and missions of the individual campuses and of the Regional Campuses system; the frequently recurring suggestion from the Commission on Higher Education and others that the Regional Campuses be separated from the University or absorbed into some other state system; the oft-frustrated desire of students to be able to transfer easily from one USC campus to another; the ready access of both students and faculty to adequate library support; the creation and revision of a Regional Campuses Faculty Manual; equitable professional development opportunities for faculty; and the meaningful assessment of faculty and student achievement.

These concerns run like threads throughout the written record of the Senate's activities and provide the background for the changes facing the Regional Campuses today and in the future.

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<sup>1</sup> Citations to the Minutes of the Regional Campuses Faculty Senate are expressed with date and page number.



The Regional Campuses Faculty Senate which met in Columbia in January of 1968 was composed of faculty members representing the Aiken, Beaufort, Coastal Carolina, Florence, Lancaster, Salkehatchie, Spartanburg and Union campuses of the University. Also present were Dr. William H. Patterson, Acting Provost of the Regional Campuses System and Dr. John J. Duffy, Assistant to the Provost. Dr. Patterson presided over the meeting. Invited officials from the Columbia campus were Dr. H. Willard Davis, Vice President for Academic Affairs; Dr. George Curry, Associate Vice President for Learning Resources and Educational Services; and Dr. Rollin E. Godfrey, Director of Admissions and Registration.

As its first order of business the Senate discussed a proposal to begin granting Associate of Arts and Associate of Sciences degrees. It was decided to grant these two degrees to students who completed a program of 60 credit hours with a Grade Point Average of 2.0 or better.

In order to conduct its business the Senate created the following committees: Committee on Policy, Committee on New Courses and Curricula, Library Committee, and Rank and Tenure Committee.

Concerns about the availability of library materials were expressed. Dr. Curry assured the Senate that materials selected from the Standard Junior College Library Books List would be provided and that Regional Campuses faculty would be encouraged to place requests for additional needed items.

Dr. Davis offered comments about the relationship between the Regional Campuses and the Columbia campus. He stated that he felt the formation of a Senate for the Regional Campuses would lead them toward greater autonomy but that faculty appointments would continue to be handled through the office of the Vice President for Academic Affairs and the various departments. He remarked that the recent report of the Southern Association of Colleges and Schools had had no criticism of the Regional Campuses academic programs and he felt "the regional campus classes should be comparable to the main campus classes, insofar as possible." (1/30/68, p. 3)

\* \* \* \* \*

The Senate reconvened in Columbia in March with Dr. Patterson again presiding. The Senate elected from among the ranks of the faculty a vice president, a co-vice president and a secretary. Elected to fill these positions, in order, were Harry Robinson from Coastal Carolina, Ray M. Wilson, Jr. from Aiken and John Bates from Florence.

A major area of concern at this meeting was the admission of students to the Regional Campuses whose credentials were not acceptable to the Columbia campus. It was announced that, although recommendations from campus admission committees would be considered, admissions decisions would be handled in the future through Dr. Patterson's office.

A discussion about rank and tenure for faculty on the Regional Campuses arose in response to a proposal from Harry Robinson. The proposal concerned 1) a standard rank structure for all campuses 2) rank of full professor for each campus director 3) promotion based on excellence in teaching rather than on research 4) authority for recommending promotion 5) comparable salaries for each rank for Regional Campus faculty vis a vis Columbia faculty and 6) a three-year probation period for tenure. In response to this proposal Dr. Patterson expressed the opinion that the

Regional Campuses might wish to establish a separate identity by writing their own faculty manual. This manual could address the special situations of the Regional Campuses concerning rank and tenure as well as other areas such as curriculum and library services. After some discussion about the pros and cons of further separation from the Columbia campus, it was decided to postpone making any decision until the senators could discuss these important matters with their faculty colleagues at the various campuses.

\* \* \* \* \*

On April 6 the Senate met again in Columbia with Dr. Duffy presiding. Dr. Duffy informed the Senate that it had been decided that students coming to the Columbia campus from the Regional Campuses could transfer up to 76 hours, rather than 65 hours as had previously been the case.

A motion from the Rank and Tenure Committee was passed which mandated 1) that a separate Rank and Tenure system be established for the Regional Campuses 2) that promotions be approved or disapproved by the campus director and, subsequently, by the provost and 3) that the primary criterion for promotion would be teaching excellence.

A motion to appoint a committee to write a Regional Campuses Faculty Manual was defeated.

(While the April 6 Minutes contain the announcement of a meeting to be held in May, no minutes of this meeting remain.)

The Senate began its second year with a meeting in October on the Aiken campus. Dr. John J. Duffy, Assistant Provost for the Regional Campuses System, presided with the assistance of Co-Vice Chairman, Ray M. Wilson, Jr. from Aiken. William Sanders from Aiken was appointed as acting secretary. Dr. Duffy announced that Dr. William H. Patterson had been named Provost of the University and that, as such, his duties would involve many other areas of responsibility than just the Regional Campuses. Dr. Duffy also explained that the campus directors would sit in the Senate as voting members as was the case in Columbia. He noted the influence which the fledgling Regional Campuses Faculty Senate had already had on faculty concerns. He mentioned the increase in the number of transferable hours and the changes in rank and tenure procedures.

The Senate discussed the need for Regional Campuses faculty to maintain close contact with department heads and other faculty on the Columbia campus through regularly scheduled meetings as well as by less formal contacts. Dr. Duffy told the Senate that the vast majority of Regional Campuses faculty were approved to teach all freshman and sophomore courses within their respective disciplines and that approval could be sought from each campus director to teach upper level courses as well.

The Courses and Curricula Committee was charged with the consideration of three problems: 1) course offerings allowable for the associate degree programs 2) requirements for completion of the associate degrees and 3) the awarding of certificates. Several reasons for awarding associate degrees at the campuses were given. These included: public relations connected with graduation exercises, retention of second year students at the campuses, and the means to control course requirements necessary to achieve a degree.

The Library Committee was instructed to study problems related to expenditure of the \$10,000 materials budget appropriated for each campus. Some faculty expressed concern that their requests were being rejected because they were for materials not appropriate for students in lower level courses.

The problem of student academic responsibility was discussed. Dr. Duffy told the Senate that any violation of the student behavior code was to be handled in accordance with the procedures outlined in the Columbia Faculty Manual. Appeals were to go through the campus director. Faculty were cautioned to maintain confidentiality concerning students who must be suspended or dismissed.

An ad hoc Admissions Committee was created to study admission requirements for all the Regional Campuses and a Steering Committee was appointed to arrange the agenda for the next meeting.

It was decided that the Senate should meet every other month, but that the meeting site should not necessarily be chosen alphabetically as had previously been planned.

\* \* \* \* \*

The December meeting was held in Columbia with Dr. Duffy again presiding, assisted by Professor Wilson. Dr. Patterson was present and congratulated the Regional Campuses on the successful attainment of accreditation through the Southern Association of Colleges and Schools "both independently and jointly with the University." (12/6/68, p. 2) He praised the work of the

campus faculties in preparing their self-studies. Dr. Patterson announced that all promotions recommended for Regional Campuses faculty had been approved by the President.

The Courses and Curricula Committee report sparked discussion about the advisability of the Regional Campuses' offering associate degrees. The representatives from Spartanburg stated that their faculty were 100% opposed to offering the degree because they felt it placed the campus in the category of a junior college rather than a part of the University. Except for the Coastal representatives, the other campuses disagreed. The matter was concluded when the Senate passed a motion to offer associate degrees to students who completed 60 hours of coursework with a minimum GPR of 2.0. However, "the student must have declared a major field and must have completed the basic freshman and sophomore courses required for this program." (12/6/68, p. 4) Substitute courses would be allowed if a needed course was not available at a particular campus, but the substitutions would have to be approved by the petitions committee of the campus concerned. Requests to award certificates in some areas would be considered.

The Library Committee reported on progress toward acquiring library collections of 20,000 volumes for each campus. Kenneth E. Toombs, Director of Libraries had indicated to the committee that the collections would be expanded from the current 11,000-12,000 to an average of 17,000 per campus by August, 1969.

The ad hoc Admissions Committee reported on several ideas concerning admission policies including the following: summer courses for graduating high school seniors, lowering of entrance exam score requirements, and resumption of the "parallel program" for students with poor academic records. Dr. Duffy reminded the Senate that the Southern Association required that specific admission policies be in place and that the University's standardized policies would facilitate the ready transfer of students from one campus to another.

\* \* \* \* \*

The Florence campus was the site of the Senate's February meeting. Dr. Duffy presided with the assistance of Professor Wilson who also prepared the Minutes. Dr. Patterson's report to the Senate included the following items: 1) the Governor recommended that the Florence campus be separated from the University and become a four year state college 2) the Commission on Higher Education recommended that the Regional Campus System be separated from the University and 3) the Commission also recommended that a new State Board be established to govern the campuses.

The Senate voted to require that students working toward an associate degree at one of the Regional Campuses complete the last 30 hours of the program at that campus.

Dr. Patterson reported that faculty salaries on the Regional Campuses had risen 13% the previous year versus 4% at the Columbia campus. He explained that each Regional Campus director appropriates his budget as he sees fit and makes recommendations for faculty salary increases at his campus. In answer to a question, Dr. Patterson stated that tenure for Regional Campuses faculty "applies to the regional campus system and not to the main campus." (2/21/69, p. 4)

\* \* \* \* \*

The Senate's final meeting of the year was held in April at Fripp Island with the Beaufort delegation acting as hosts. Dr. Patterson addressed the group saying that work was progressing on Regional Campuses salary issues including analysis of costs per student credit hour.

Information about the Summer Opportunity Scholars Program at the Florence campus was presented. The program was designed to assist potential students who failed to meet the minimum admission requirement. These students could enroll in summer school for English 101 and one additional course. Students in this program who received a "C" or better on both courses would be eligible to enroll for fall semester. If they passed at least 15 hours of coursework in the fall, they would be fully admitted in the spring semester. Dr. Patterson stated that the program is costly because of extra attention given to each student; however, he suggested that similar programs might be set up at other campuses if the one at Florence proved successful.

The Senate elected the following officers for the 1969-70 academic year: Vice Chairman, James Branham and Secretary, Timothy Carpenter, both from Coastal Carolina.

1969-70

The October meeting of the Senate was held in Columbia with Dr. John J. Duffy, Assistant Provost for the Regional Campuses System, and James Branham, Vice Chairman, presiding. Representatives were asked to volunteer to serve on one of three committees: Courses, Curriculum, Admissions and Educational Programs Committee; Faculty Welfare and Related Matters Committee; and Library Committee.

Dr. William H. Patterson, Provost of the University expressed pleasure that the Regional Campuses were to continue as part of the University system. He addressed the topic of admission policies, suggesting that each Regional Campus might wish to develop its own admission standards and set its own tuition fees.

A report on the Summer Opportunity Freshman Scholars Program was favorable. The Faculty Welfare and Related Matters Committee was charged to investigate possibilities for a Faculty Development Plan. An ad hoc Athletic Committee was established "to look into the Regional Campus Sports Program." (10/31/69, p. 4)

Professor Branham asked the senators to consider the following issues for future discussion: 1) a uniform salary scale for the Regional Campus System 2) Senate representation at the Regional Campus Directors' meetings and 3) faculty representation at local Higher Education Commission meetings.

\* \* \* \* \*

The December meeting was held in Spartanburg presided over by Dr. Duffy and Professor Branham. Dr. Duffy announced that the Spartanburg campus had completed a satisfactory self-study for the Southern Association of College and Schools. He reminded the other campuses that they would need to update their 1968 self-studies by January. Dr. Duffy told the group they should confer with the department heads of their disciplines in Columbia about the choice of textbooks and should confirm the decision with their campus directors.

The Faculty Welfare and Related Matters Committee suggested the following ways faculty development could be furthered: 1) reduced fees for courses faculty wished to take at the University 2) reciprocal agreements for reduced fees with other in-state graduate schools and 3) a loan fund at each campus to be used for educational advancement.

The Library Committee, in response to concerns about the provision of library materials, reported that the ordering/processing system had been improved, a new staff person had been hired, a periodical file was being prepared, and periodicals would be bound beginning in 1970. Faculty members were urged to set up a campus Library Committee, submit more orders for materials, provide full bibliographic information on all orders submitted, encourage students to use the library, and stop by the College of General Studies Library when in Columbia to pick up items ready to go to the campus.

The Director of Libraries, Kenneth E. Toombs, was scheduled to speak to the February Senate meeting in Lancaster. (Unfortunately the Minutes of this meeting have been lost.)

\* \* \* \* \*

In April the Senate met in Beaufort. Dr. Patterson spoke to the group about outside employment. Senators were reminded that any outside employment should be of a nature to "add to the faculty member's personal stature as well as that of the University." (4/17/70, p. 1) and that the campus director and Assistant Provost should be informed. Dr. Patterson announced that salary increases would total about 4%, but that class sizes and teaching loads might need to be increased.

The Senate voted to "make available to all faculty on 10.5 month employment with 12 monthly installments based on the current base salary of the faculty member plus 15% for summer employment." (4/17/70, p. 1) Faculty members could take a leave of absence during the summer, but, according to Dr. Patterson, if the faculty member desired, "the University would guarantee summer employment whether it be teaching or not." (4/17/70, p. 2)

The Senate voted that "the Regional Campus System should add a member to the three member Main Campus Faculty Advisory Committee." (4/17/70, p. 2) Neil Sullivan from Coastal Carolina was elected to this position.

The Minutes of the February meeting were amended to indicate that faculty members could take courses at Columbia at a reduced rate of \$30.00 per course.

The Nominating Committee announced that the next Vice Chair and Secretary should come from the Spartanburg campus and that these officers would be elected by the Spartanburg faculty.

1970-71

When the Senate convened in Spartanburg in October there were no representatives from Florence as that campus had achieved independent status. In addition to Dr. William H. Patterson, Provost of the University, and Dr. John J. Duffy, Associate Provost, other Columbia administrators present included: Dr. C. Reginald Brasington, Assistant Provost; Dr. Harry E. Varney, Assistant to the President; Dr. H. Willard Davis, Vice President for Advanced Studies and Research; Dr. C. H. Witten, Vice President for Student Affairs; and the deans of the colleges of Arts and Sciences, Nursing, General Studies, Engineering, and Pharmacy. John Edmunds served as chairman and Charles Stavely recorded the Minutes.

Dr. Patterson addressed the group concerning financial matters. The legislative appropriation per Full Time Equivalent (FTE) student stands at \$600.00. A requested 9% increase in faculty salaries would be earmarked for promotions and merit increases.

Dr. Duffy explained the Branch Program which "was implemented to meet criticism that the University Regional Campuses were not serving the community." (10/16/70, p. 2) The program, patterned after the Opportunity Scholars Program at Columbia admits students whose entrance exam grade is at least 700. Dr. Duffy expressed the opinion that "the program would probably succeed or fail depending on the attitude of the faculty members." (10/16/70, p. 2)

Dr. Brasington explained three federal grants which the University had applied for. These were: 1) a teaching grant for faculty workshops and seminars in the areas of teacher attitudes, skills and techniques as well as curriculum design 2) a cooperative grant to set up, test and implement a student work-study program and 3) a grant to provide additional student financial aid, enabling the University to increase enrollment by about 30%.

A committee of faculty members was appointed to work with Dr. Duffy on the creation of a faculty manual for the Regional Campuses Faculty Senate. Dr. Patterson explained that such a manual would differ from the Columbia manual primarily in the criteria for faculty tenure and promotion.

In response to a motion to appoint a parliamentarian, *or*, ask the secretary to become familiar with Roberts' Rules of Order, *or*, purchase a large gavel, Thomas Johnson of Union was appointed Parliamentarian.

A motion to send representatives from each Regional Campus to the Faculty Senate in Columbia was tabled. A motion to send a representative from the Regional Campuses Faculty Senate to the Columbia Senate was defeated. Dr. Patterson announced that he would carry to the Board of Trustees a request from the Regional Campuses to send a representative to that body.

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At the February meeting in Columbia Dr. Patterson informed the Senate that, in the future, the University Bulletin would be published biennially in four parts: Undergraduate, Graduate, Law, and Regional Campuses. He also mentioned changes in the University's grading system and calendar.

The Regional Campuses Faculty Manual committee reported that the Columbia manual had been used as the basis for their work with major changes only in the section on tenure and



promotion. They expected to have a draft ready by the end of the day. The manual would delineate rules both for the Senate and for local campus faculty organizations. It was expected to be ready by April to be sent to the campuses for approval and to be shown to the Southern Association visiting team. Senate ratification should occur at the May meeting.

Dr. Duffy talked about innovative programs the University was implementing in an effort to provide for the educational needs of a variety of students. These efforts included the Experimental College, the University Without Walls, Independent Study, The Contemporary University and Audio-Tutorial programs. He invited Regional Campuses faculty to investigate the feasibility of using these programs at their respective campuses.

Dr. Duffy commended the Regional Campuses faculty on their response to the Teacher Training Program. He noted that the program is coordinated at each campus with faculty participating in workshops of several days' duration. Financial remuneration and travel expenses are provided and participants receive graduate credit.

Dr. Duffy expressed concern about input from Regional Campuses faculty to their corresponding Columbia departments. Such input allows campus faculty to influence curriculum decisions and should assist in planning associate degree programs so that students' transfer to bachelor degree programs would be facilitated.

In a lengthy discussion about tenure and rank for Regional Campuses faculty, Dr. Varney explained that "rights and privileges are within the Regional Campus system," (2/19/71, p. 6) Dr. Duffy added that, in the event that a campus should be closed, tenured faculty from that campus would be given first choice at positions on other campuses. He also explained that promotion to another rank brings a salary increase and would probably aid a faculty member seeking a position at another institution.

Opinions were expressed by representatives from Coastal and Spartanburg that the Regional Campuses Faculty Senate had little influence on University decisions. Dr. Duffy suggested that the Senate's committees should take a more active role in expressing their needs and desires to the Provost.

\* \* \* \* \*

At the Senate's May meeting in Beaufort Dr. Patterson expressed appreciation to Dr. Duffy for his contributions to the Regional Campuses. The Southern Association team had praised the system for "the great strides made in the last few years." (5/1/71, p. 2) Faculty salary increases of about 3% were announced. Student financial aid would increase greatly in the new year and should result in about a 15% increase in enrollment.

The Courses, Curriculum, Admissions and Educational Programs Committee recommended that students be encouraged to take baccalaureate courses rather than general studies courses where feasible. It also recommended that support for disadvantaged students be increased by considering a more liberal admissions policy, by providing a stronger advisement system and by offering assistance in the following areas: reading skills, listening skills, study skills, and personal dynamics skills. Both recommendations were accepted by the Senate.

The Faculty Manual Committee reported that the Columbia manual had been found applicable to the Regional Campuses except in the following cases: membership in the Senate, powers and functions of local faculties, procedures for hiring and promoting faculty, and establishing

teaching as the paramount consideration for promotion. Questions arose concerning the number of representatives from each campus, whether or not a separate manual was actually needed, procedure for adoption of the finished manual, and Senate membership for campus directors. The committee was instructed to send its draft of the manual to the campus faculties who would send any suggested additions or changes back to the committee. After considering these, "the committee shall be empowered to adopt a manual." (5/1/71, p. 7)

The Senate voted to request that all Regional Campuses faculty be allowed to attend a meeting once a year in Columbia with policy issues being discussed in the morning and departmental meetings being held in the afternoon.

Dr. Duffy announced that the Standard Oil Company of Indiana had established a distinguished teacher's award program at the University which would honor one faculty member each year from the Columbia campus, one from the Regional Campuses and one graduate teaching assistant. The Regional Campuses award winner will be selected by a committee, based on recommendations from students and faculty.

Samuel C. Greenly of Beaufort was elected president for the 1971-72 academic year.

The Regional Campuses Faculty Senate began its fifth year of operation with the October meeting in Columbia. The University officers present were invited to address the Senate. Dr. William H. Patterson, Provost of the University stated that "the Faculty Senate of the Regional Campuses has proven to be useful in solving faculty problems and allowing the faculty to voice their opinions." (10/16/71, p. 1) He noted that he hoped faculty salaries on the Regional Campuses could be raised to the level of comparable faculty in Columbia. Dr. John J. Duffy, Associate Provost, thanked the faculty who had participated in the Faculty Training Institute which had been designed to help faculty learn how to work more effectively with minority students.

Dr. C. Reginald Brasington, Assistant Provost, urged the Regional Campuses to "get out of terminal work as soon as possible so that eventually we will have no 2-year terminal programs." (10/16/71, p. 2) He suggested that law enforcement was a field in which the Regional Campuses could provide 75%-80% of the baccalaureate credit needed. Professor Wilbur Garland of Lancaster supported the move toward offering upper level courses at the Regional Campuses. He suggested that the Regional Campuses participate in a program sponsored by the Southern Regional Education Board which would establish Child Development Centers in support of upper level work in Early Childhood Education.

Proposed changes to the draft version of the Faculty Manual were discussed. Areas of disagreement included: a twelve semester hour workload being designated as "normal", reduced course loads for division coordinators, and tenure for instructors after six years. Dr. Duffy promised that the draft manual with the proposed changes would be provided to all faculty for further study.

A motion was passed to allow each campus three Senate representatives for its first 200 FTE students and an additional representative for each additional 100 FTE students with a maximum of five representatives per campus, not to include the directors who could attend meetings but not vote.

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The Senate met in Union in January. Dr. Patterson addressed the following University-wide issues: the need for women faculty to be paid comparably with men faculty; the need for more women to be hired in administrative positions at the campuses; the decision that the faculty evaluation form in use in Columbia was to be used at the campuses also; the requirement of the Commission on Higher Education that prior approval be given for courses above the 400 level to be taught at the Regional Campuses; the right of a faculty member to appeal for promotion directly to Dr. Patterson if overlooked by the campus director.

Dr. Brasington apprised the Senators of the work of the coordinator of Off-Campus Graduate Programs for the College of Education. These programs will provide graduate work in education for public school teachers who live in the areas served by the Regional Campuses.

The Senate again discussed the draft version of the Faculty Manual. Dr. Patterson characterized the manual as essential for the Regional Campuses because it is "the contract between the faculty and the University." (1/21/72, p. 4) He reiterated that the Regional Campuses manual would differ in only a few items from the Columbia manual and that the manual approved by the Senate would then need to be accepted by the University's Board of Trustees. Concern was expressed about faculty input into the grievance process. Dr. Patterson responded that "faculty

members are not considered state employees" (1/21/72, p. 7) and therefore should come under the University's established grievance procedure.

The report of the Courses, Curriculum, Admissions and Educational Programs Committee included the following items: 1) meetings between the Regional Campuses faculty and their respective department heads need to be scheduled regularly 2) Regional Campuses need the authority to establish new 100 and 200 level courses 3) additional courses above the 200 level need to be offered at the campuses 4) requests for "field courses" should come to the Regional Campuses directors and 5) baccalaureate courses should be substituted for General Studies Courses to facilitate movement of students from the associate degree to the baccalaureate degree programs. Discussion following this report prompted the Senate to vote to request Dr. Patterson to seek representation for the Regional Campuses on the standing committees of the Columbia Faculty Senate.

The Library Committee, reflecting on dissatisfactions with library services, requested the Associate Provost to ask the Columbia library to provide materials via interlibrary loan and to provide a list of holdings of the Columbia library. The Senate voted to support this request. Dr. Patterson told the faculty they should involve his office with library service problems if all other avenues had been exhausted unsuccessfully.

Attachments to the January Minutes gave statistics for the years 1967-71 which compared salaries between Regional Campuses faculty and Columbia faculty and between men and women faculty members at the Regional Campuses.

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The March meeting was held at Coastal Carolina. In addition to Drs. Patterson, Duffy and Varney, other Columbia visitors included: Dr. Nicholas P. Mitchell, Associate Provost for Educational Services; Dr. Bruce W. Nelson, Dean of Arts and Sciences; Kenneth E. Toombs, Director of Libraries, and Mel Melton of the Development Office.

The Faculty Welfare and Related Matters Committee reported that faculty could appeal salary raises through the office of the Provost or of the President. It was requested that the procedure for review of promotions by a council of directors be changed.

Dr. C. D. Sullivan was appointed to represent the Regional Campuses on the Academic Affairs Committee in Columbia. Dr. Duffy reported that the completed Faculty Manual would be presented to the Board of Trustees in May. He cautioned faculty members to be sure that any outside employment they may consider is within the guidelines set down by the Southern Association. He stated that "outside employment which may not reflect credit on the institution is not recommended." (3/10/72, p. 2) In addition, teaching at another institution would require prior approval of the campus director and/or the Office of the Provost.

It was reported that the Commission on Higher Education would generally approve the teaching of 300 and 400 level courses at the Regional Campuses when such courses were part of a the normal sequence for a sophomore.

The Courses, Curriculum, Admissions and Educational Programs Committee recommended that annual meetings be set up for Regional Campuses faculty and their respective Columbia department heads and that representatives from the Columbia departments be invited to visit the Regional Campuses at least once a year. In addition, the committee reported that Dr. Patterson

had requested that the Regional Campuses have representation on the President's Committee for Experimentation concerning courses for the freshman year.

Dr. Patterson suggested that each campus set up a committee to "seek out and award to someone in the community an honorary degree from that particular Regional Campus for outstanding services performed for the University and/or state." (3/10/72, p. 3)

The Senate elected the following slate of officers for the 1972-73 academic year: Chairman, Randolph Clarke of Aiken; Vice Chairman, Jimmie E. Nunnery of Lancaster; and Secretary, Joyce B. Parker of Coastal Carolina. It was decided that these officers would constitute a Steering Committee to plan Senate activities for the coming year.

1972-73

At the September Senate meeting held in Columbia, Chairman Randolph Clarke introduced Dr. H. Willard Davis, Vice Provost for Regional Campuses. Dr. Davis remarked about the legislation which had been passed to establish a new board to operate technical, junior or community colleges in the state. He stated that he "did not foresee any merger of TEC and the Regional Campuses and called for cooperation between the Regional Campuses and TEC for the benefit of the students." (9/29/72, p. 1)

Dr. Davis also commented on the value to Columbia of students who transfer from the campuses. He noted that he perceived maturity in the Regional Campuses faculty and applauded their movement toward organization. He said that "we should strive to maintain Regional Campus autonomy." (9/29/72, p. 2)

Vice Chairman Jimmie E. Nunnery reported on liaisons between the Regional Campuses and Columbia. He announced that the Columbia Faculty Senate had agreed to allow a representative from the Regional Campuses Faculty Senate to come to the Columbia Senate meetings with the right to address the Senate on matters pertaining to the Regional Campuses, but without the right to vote. The Chairman of the Columbia Senate is also willing to exchange notices of meeting dates with the Chairman of the Regional Campuses Senate. In addition, the Faculty Advisory Committee in Columbia recommended that representatives from the Regional Campuses Senate be selected to attend meetings of the New Courses and Curricula Committee and the Faculty Welfare Committee. The Senate elected Franklin Ashley of Aiken to attend the New Courses and Curricula Committee and Samuel C. Greenly of Beaufort to attend the Faculty Welfare Committee.

Dr. John J. Duffy, Associate Vice Provost for Regional Campuses, reported that the Faculty Manual committee was working with him to incorporate changes which were being made to the Columbia manual. He anticipated that both manuals would be completed in three months.

The Faculty Welfare and Related Matters Committee moved that a Grievance Committee be created as a sub-committee of the Welfare Committee with one representative from each of the Regional Campuses. This motion was tabled, but later in the meeting the Senate voted to constitute a Grievance Committee which would consist of the Steering Committee (i.e., the three elected officers of the Senate.)

A motion to divide the funds used to honor the Teacher of the Year so that an award could be made at each campus and to use some other educational foundation funds for teaching awards was tabled.

The Senate voted to support three recommendations of the Courses, Curriculum, Admissions and Educational Programs Committee: 1) that the committee validate new courses for the Regional Campuses and recommend those courses to the Senate for approval 2) that the Senate support reinstatement of associate degree courses at Beaufort and Allendale and 3) that the Regional Campuses offer separately administered associate degrees at military bases in their respective areas.

Attachments to the Minutes reported on aspects of the Regional Campus Faculty Survey Report. Areas covered in the report include: 1) a comparison of salary differentials between faculty on the Regional Campuses and in Columbia for 1967-71 and 2) improvement of salary differentials between men and women faculty of the same rank in the Regional Campuses System, 1967-71.

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The February meeting of the Senate was held at Coastal Carolina.

Dr. Davis enlightened the Senate about recent legislation which allows the Regional Campuses to teach junior level courses if their FTE's are 700 and to teach senior level courses if their FTE's are 1000. He said that Coastal Carolina, with over 700 FTE's, would be eligible to teach junior level courses immediately and that Aiken and Spartanburg were close to the 700 mark. Problems created by the legislation included: 1) lack of predictability concerning numbers and types of faculty and programs needed 2) lack of accreditation by the Southern Association of three-year programs and 3) lack of legal authorization for the Regional Campuses as part of the legislation. Should the Coastal campus reach the 1000 enrollment necessary to become a four-year institution, the Southern Association would require two visits over a period of time to confirm the campus's accreditation. "One way to meet the problem," said Dr. Davis, "is to offer junior courses given by the home department in Columbia." (2/23/73, p. 2)

Provost William H. Patterson reported that revisions to the Faculty Manual had been made in the areas of maternity leave, political action policy and change of the retirement age from 68 to 65. Dr. Duffy reported that the revised manual will be presented to the Board of Trustees and should be printed by August.

Chairman Clarke presented the Senate with a "Regional Campus Faculty Salary Survey, 1967-72" which was accepted as information. The Senate voted to support their chairman's recommendation that the University be requested to provide "non-deflating salaries" (2/23/73, p. 3) for the Regional Campuses faculties.

The Senate voted that in order to "codify and clarify practices and procedures that have become established by resolution or by custom and in order to provide a standard operational backdrop for the future of this deliberative body" (2/23/73, p. 4) a By-Laws Committee be formed. The Committee was constituted with one representative from each campus.

The Senate elected Carolyn Wynn of Spartanburg as Vice Chairperson and Robert Treacy of Salkehatchie as Secretary for the following year. The current Vice Chairperson, Jimmie E. Nunnery was slated to become the new Chairperson.

Chairperson Jimmie E. Nunnery welcomed a new campus, Sumter, to the Regional Campuses Faculty Senate's September meeting in Columbia. The campus at Sumter had been a branch of Clemson University, but was accredited as part of the USC system with the beginning of the 1973-74 academic year.

Dr. H. Willard Davis, Vice Provost for Regional Campuses presented fall registration FTE figures as follows: Aiken, 720; Beaufort, 192; Coastal Carolina, 987; Lancaster, 443; Sumter, 277; Salkehatchie, 244; Spartanburg, 764; Union, 237; and Military, 171. He stated that this total of 4036 FTE students represented an 18% increase over the previous year. The separate listing for Military was necessary because the Commission on Higher Education had disallowed military students from the FTE count for the campuses. Dr. Davis felt that this action could prove most harmful to the campuses with a large number of military students (Beaufort, Sumter and Coastal primarily) because the Commission has instituted an FTE-based formula for funding all state institutions of higher education beginning in 1974-75. Dr. Davis stated that President Thomas F. Jones was concerned that this formula would not take into account the costs of services the Regional Campuses provided which the technical schools did not.

Dr. John J. Duffy, Associate Vice Provost for Regional Campuses, distributed draft copies of the Faculty Manual. He requested that each delegation discuss the manual with other faculty and bring any questions or suggestions to the November meeting. Dr. Duffy announced that the By-Laws had been completed and had been incorporated into the manual. He commended the By-Laws Committee for its work. He announced that faculty could now take courses for a fee of \$10.00 per course.

Dr. C. Reginald Brasington, Assistant Vice Provost for Regional Campuses, reported that the Institutional Goals Inventory questionnaire which had been compiled in the spring of 1973 would be used in formulating institutional goals at workshops to be held in October.

Responding to recommendations from the Faculty Welfare Committee, the Senate voted to request that each director provide the committee with information concerning: 1) criteria for promotion 2) criteria for hiring of new faculty and 3) information regarding the establishment of faculty office hours.

Senators were elected to represent the Regional Campuses on the following Columbia committees: New Courses and Curricula, Faculty Welfare, and Joint Committee of the Faculty.

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The November meeting was convened by Chairperson Nunnery in Aiken. Dr. Davis announced that the Centers at Salkehatchie and Beaufort had been accredited by the Southern Association to offer Associate of Arts and Associate of Sciences degrees. He also reported that Regional Campuses' enrollment was up 21% with the highest increases at Spartanburg and Coastal.

The Courses and Curriculum Committee's report expressed appreciation to the Regional Campuses office for arranging departmental meetings with Columbia departments. The Committee recommended that the Regional Campuses have a representative on each departmental curriculum committee and that curriculum changes be communicated in a more effective manner to the campuses. The Senate voted to support both recommendations.



The Senate defeated a motion which requested that library funding be increased and that processing of library materials be handled more swiftly. The Senate voted to support a motion to request that a library bulletin be published at each campus for the benefit of faculty.

The Senate supported the Faculty Welfare Committee's request that full time faculty at each campus determine the number of office hours that would be required and that faculty receive cost of living and merit raises.

Dr. Duffy announced that the Faculty Manual had been printed and would be mailed within a week. Some senators expressed dissatisfaction with the manual and wished to schedule a special meeting to suggest changes. Dr. Duffy reminded the Senate that the manual had been about a year and a half in the writing and needed to be finished. He also stated that changes could be made by the Senate according to procedures laid out in the manual itself.

Dr. Duffy reported that salaries at the campuses ranged from \$8800-\$10,000 for instructors and from \$10,200- \$11,500 for assistant professors. He also noted that no women faculty had salaries over \$10,000.

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The February meeting was held in Spartanburg. A special guest was Professor Elmer G. Schwartz, Chairman of the Columbia Faculty Senate. Professor Schwartz recommended that the Regional Campuses Senate send representatives to all Columbia committees including the Provost Search Committee.

The Curriculum and Courses Committee recommended that the Senate revise its committee structure to include committees for Financial Concerns, Rights and Responsibilities, and Administrative Assistance. A motion to establish the responsibilities of each major committee and to distribute them to each Senate member was tabled.

The Library Committee asked the Senate to request that Dr. Duffy "solicit from Dr. (sic) Toombs a statement of policy, authority and rationale regarding Regional Campus use of main campus libraries." (2/22/74, p. 2) The Senate voted to do so.

Chairperson Nunnery reported that he had been appointed by T. E. Marchant, Chairman of the Board of Trustees, to serve on the Committee for the Restructure and Reorganization of the University. Professor Nunnery remarked that the Regional Campuses' participation on Columbia committees had been very beneficial to the campuses.

Dr. Duffy reported that no more than ten office hours per week would be required of faculty members at any campus. He also reported that recommendations for promotion would no longer be brought before the Council of Directors.

The Senate elected representatives to the Provost Search Committee and the Academic Forward Planning Committee.

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The Senate met in April at Coastal Carolina.

Dr. Davis reported that, while the Commission on Higher Education was conducting studies concerning the Sumter campus, it was likely to remain with the University. He also reported that Coastal Carolina was to be visited by the Southern Association "for advisory recommendations for moving toward four-year status." (4/5/74, p. 1)

Dr. Davis reported that Mr. Toombs had acknowledged the right of Regional Campuses faculty to check out materials from the Columbia library, but that the check-out period would not be indefinite as was the case for Columbia faculty. Senators stated that their students were still being refused service at the Columbia library.

The Courses and Curriculum Committee reported that Regional Campuses faculty supported a grading system which would allow more specific delineation as has been suggested by the Columbia curriculum committee.

The Senate passed a motion calling on the University's legislative liaison officer to convey to the state legislature's Education and Ways and Means Committees the request that faculty receive minimum annual salary increases commensurate with increased cost of living statistics provided by the federal government and that additional sums be provided for merit.

The Senate considered the Courses and Curriculum Committee's recommendation to restructure the Senate committees and voted to set up committees on 1) Financial Concerns and 2) Rights and Responsibilities as had been suggested in February. However, it decided to call the third committee the Intra-University Services and Communications Committee (IUSC) rather than Administrative Assistance Committee.

Chairman Nunnery appointed an ad hoc committee to consider needed corrections and clarifications to the Faculty Manual.

The Senate elected the following slate of officers for 1974-75: Chairperson, Carolyn Wynn (Spartanburg); Vice Chairperson, Emily A. Towler (Aiken); Secretary, John M. Samaras (Lancaster).

1974-75

Chairperson Carolyn Wynn presided over the October meeting which was held in Columbia. Representatives from the Columbia administration included: Provost Keith E. Davis; Vice President for Regional Campuses and Continuing Education, H. Willard Davis; Associate Vice President for Regional Campuses, John J. Duffy; and Assistant Vice President for Regional Campuses, C. Reginald Brasington.

Dr. H. Willard Davis reported that enrollment was up 20% for the Regional campuses overall with the greatest growth coming at the larger campuses. He stated that both Coastal Carolina and Spartanburg had over 1000 FTE students and that the Board of Trustees approved several baccalaureate degree programs for Coastal. He added that Coastal, Spartanburg and Aiken are all moving toward four-year status which will entail separate state appropriations.

Dr. Duffy reported that he was continuing to work on setting up departmental meetings between faculty from Columbia and the campuses. He asked the faculty to greet new department heads and invite them to visit the campuses.

Representatives were chosen to sit on the Columbia committees for New Courses and Curriculum, Faculty Welfare, and Library. The latter selection is advisory only as this committee is appointed by the President.

The Rights and Responsibilities Committee offered two motions which were ruled substantive and, as such, would be discussed at this and one other meeting before being submitted to a vote: 1) to delete from the Faculty Manual a statement that discriminates against faculty hired after 9/1/73 in offering summer school teaching opportunities and 2) to add to the Faculty Manual a statement that faculty would be given the opportunity to teach an additional summer session in preference to hiring adjuncts. The Senate voted to support the committee's recommendation that a procedure for faculty to evaluate administration be set up at campuses where the faculty desired to do so.

The Financial Concerns Committee reported that it was investigating step raise programs at other Southeastern universities. The committee requested faculty salary data for the current year from Dr. Duffy and submitted a motion which would require faculty to receive overload compensation for a schedule of more than twelve contact hours. Discussion arose about contact hours (fifty minutes of classroom instruction) vs. credit hours (the number of hours listed in the Bulletin for each course.) "A number of other points were made, some indicating mild confusion on the entire matter." (10/4/74, p. 3) Dr. H. Willard Davis pointed out that paying overload salaries could threaten the economic survival of some of the smaller campuses. Dr. Duffy offered to run analyses of credit hours vs. contact hours for the committee's benefit and it was decided to return the motion to the committee for further study.

The three standing committees outlined their respective areas of concern as follows: 1) Rights and Responsibilities Committee - dealing with problems related to contact hours, office hours, affirmative action, relationships with administration and students, and general faculty welfare. 2) Financial Concerns Committee - dealing with fiscal concerns of faculty including salaries, fringe benefits, and financial support for teachers in the classroom. 3) Intra-University Services and Communications Committee - studying services provided to the Regional Campuses by the Columbia Campus such as computer services, purchasing, financial records, library support, reports preparation, and cultural exchanges between campuses.

Recommendations from the ad hoc committee to consider changes to the Faculty Manual presented a report of possible changes. These, plus requests from the Standing Committees were to be considered by the Senate at the November meeting.

Chairperson Wynn reminded the Senate that the Executive Committee (i. e., the three elected officers of the Senate) constituted a Grievance Committee for the Regional Campuses. She added that grievances should be submitted to the Executive Committee two weeks prior to one of its quarterly meetings.

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The November meeting was held in Lancaster. Dr. H. Willard Davis reported to the Senate about the formula for funding of higher education which was being prepared by the Commission on Higher Education. He explained that, generally speaking, the formula provides a set amount per FTE student with additional amounts allotted for such items as expansion, salary increases, and supplies and that the recommendations of the CHE would be passed on to the Budget and Control Board of the state legislature.

Dr. Duffy presented the senators with the 1974-75 Regional Campus Salary Survey and statistics concerning FTE faculty, faculty-student ratios, student credit hour per FTE faculty, etc. for the Regional Campuses, the Columbia Campus and Clemson University. He pointed out that these statistics did not attempt to reflect faculty hours spent on community service, professional advancement, professional organizations, internal service and research. He recommended that the directors examine an instrument which had been used by science faculty at Aiken to measure faculty contributions in these non-teaching areas.

The Senate voted to set up a Speakers' Bureau to be comprised of volunteers from each campus who would like to make presentations at other campuses. The Senate also voted to request that Regional Campuses faculty be allowed to renew library materials by phone.

Dr. Brasington asked the senators to urge their colleagues to support the Educational Foundation which provides scholarships and other benefits to the campuses.

The Ad Hoc Committee to Study Possible Changes in the Regional Campus Faculty Manual provided an extensive report. The Senate voted to accept, with some amendments, the changes which had been suggested by the committee in the following areas: the number of representatives allowed for each campus based on student FTE's, grievance procedures, and summer school teaching. Chairperson Wynn informed the Senate that the changes would not be official until approved by the President and the Board of Trustees.

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The February meeting was held in Sumter. Columbia visitors included President of the University, William H. Patterson and Columbia Campus Faculty Senate Chairman, John M. Herr as well as Drs. H. Willard Davis and John J. Duffy.

President Patterson enumerated recent developments to the University's physical plant in Columbia. New or soon-to-be-completed projects included: the undergraduate library, a life sciences center, an addition to the Russell House, the College of Nursing building, a parking garage, and a social sciences center to be named Gambrell Hall. He also mentioned new programs in public health and criminal justice as well as the new Medical School scheduled to open in 1976.

President Patterson told the Senate that the four-year campuses would begin reporting to him through Dr. Davis and that their directors would become vice presidents. He stated that he believed this would cause restructuring of the Regional Campuses Faculty Senate.

Dr. Davis reported that the Southern Association visits to Spartanburg and Sumter had been favorable with some recommendations for improvement. He also announced that the Board of Trustees had declared that tenure for Regional Campuses faculty hired in the future was to be campus specific rather than system-wide. Dr. Davis had consulted with the Executive Committee of the Senate to develop tenure and promotion guidelines for the Regional Campuses. Each of the four-year campuses, Aiken, Coastal and Spartanburg would develop their own tenure and promotion policies and would create an eight-person committee (five elected, three appointed) to oversee the process and recommend individuals for tenure and promotion. The five smaller campuses, Beaufort, Lancaster, Salkehatchie, Sumter and Union would have a separate nine-member tenure and promotion committee (five elected, four appointed).

The Senate voted to request that the four-year campuses' committee consist of nine members rather than eight, with no more than two representatives from each academic division. The Senate also voted to request that a member of the military faculty be added to the committee of nine for the smaller campuses with six members being elected and three being appointed. A lengthy discussion ensued about whether tenure could be awarded to faculty who were teaching on an annual contract, as was the case with military faculty. Because rank is tied to tenure it was felt military faculty would be denied rank if they were denied tenure.

Dr. Duffy told the Senate that the recent actions of the Board of Trustees in regard to the four-year campuses would render many of the changes to the Faculty Manual moot. He also reported that the Southern Association visiting team had praised the Regional Campuses Faculty Manual saying that it could "be used as an excellent model for a faculty manual." (2/14/75, p. 7)

The Financial Concerns Committee reported that their studies showed that the Regional Campuses faculty salaries compared favorably with those of faculty at other Southeastern institutions, but were considerably lower than the national average.

In light of the recent developments in the structure of the University, the Chairperson announced the creation of a Committee to Study the Future [Direction] of the Regional [Campuses] Faculty Senate.

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Chairperson Wynn called her final meeting of the Senate to order in Beaufort in April. Dr. H. Willard Davis told the Senate that the Faculty Manual changes had all been approved except the one allowing faculty members to teach more than one summer session.

The Senate voted to send a subcommittee of the Financial Concerns Committee to meet with the Finance Committee of the General Assembly to communicate the financial concerns of the Regional Campuses faculty. It also voted to establish a Study Group to investigate areas of professional development for Regional Campuses faculty.

The Ad Hoc Committee to Study the Future Direction of the Regional Campus Senate reported that several of their recommendations had been invalidated when the four-year campuses were removed from the Senate and the Columbia Senate voted to admit voting representatives from each of the Regional Campuses. However, two remaining items were recommended and approved

by the Senate; 1) that the Regional Campuses Faculty Senate continue in its present capacity with representatives from all Regional Campuses and 2) that the Senate reorganize itself to better deal with matters pertaining to the campuses and the military faculty.

The Senate voted to stipulate that an alternate member of the tenure and promotion committee of nine be elected from each campus to serve in the absence of the regular member. Dr. Davis noted that this motion would have to be approved by the Board of Trustees because it involved altering the number of members on the committee.

Rising Chairperson Emily A. Towler (Aiken) conducted the election for officers for the coming year. Elected were: Vice Chairperson, Donald D. Weser (Sumter) and Secretary, Gordon Haist (Beaufort).

The Senate met in Columbia in October with representatives present from Aiken, Beaufort, Coastal, Lancaster, Military, Salkehatchie, Spartanburg, Sumter and Union. Chairperson Emily A. Towler presided.

Dr. Keith E. Davis, Provost of the University told the Senate that a report outlining the growth of the Regional Campuses system was being prepared by Dr. H. Willard Davis, Vice President for Regional Campuses, for presentation at the mid-winter meeting of the Board of Trustees. He also commended the Senate for "quickly and effectively setting up a promotion and tenure system" (10/3/75, p. 2) the previous year.

Dr. H. Willard Davis announced that Aiken had achieved four-year status and had been authorized by the Board of Trustees to offer baccalaureate degrees. He also announced that accreditation visits were scheduled at Coastal Carolina and Spartanburg in the spring. He told the Senate the campuses might face a 3.5% budget reduction for the current fiscal year. He mentioned that the campuses had had to develop new contracts with the local commissions on higher education because of drastic changes in the respective roles of the state and local communities in support of the campuses. He also mentioned that the University had joined with Clemson University in proposing that these two institutions be removed from the jurisdiction of the state Commission on Higher Education.

Dr. John J. Duffy, Associate Vice President for Regional Campuses, clarified that the Faculty Manual was still valid for the smaller campuses but suggested that it might need to be updated in light of changes in the Columbia Manual.

Professor Stephen H. Ackerman, Chairman of the Columbia Faculty Senate welcomed the senators to Columbia and encouraged them "to think of their work of the utmost importance." (10/4/75, p. 4) He warned of two dangers: "apathy among colleagues and administrative encroachment on faculty prerogatives." (Ibid.) He emphasized the need for the two senates to work together and to avoid duplication of effort and contradictory actions.

The Senate was asked by the Rights and Responsibilities Committee to consider requiring that the Tenure and Promotion Committee of Nine provide reasons when a faculty member is been denied tenure or promotion. After some discussion the motion was returned to the committee for clarification.

Upon request, the chair of the previous year's Grievance Committee, Carolyn Wynn, outlined the grievance procedure. The grievant should first exhaust all local possibilities for resolving the grievance such as immediate superiors and local faculty welfare committees. Secondly, he or she should submit the grievance to the Executive Committee of the Senate which serves as the Senate's Grievance Committee. This committee gathers information, deliberates and submits a recommendation to the Provost who, in turn, makes his recommendation to the President. The grievant may call in outside counsel at any point.

Another plea for extended loan periods for library materials was endorsed by the Senate. The Regional Campuses faculty requested a six-week period rather than a three-week one because of the time needed to secure and return materials. It was noted that Columbia faculty may keep books out indefinitely.

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The Senate met in Spartanburg in November with Chairperson Towler presiding and Vincent P. Mesaric acting as secretary.

Dr. H. Willard Davis addressed the Senate about the eight percent budget cut the University had sustained for the year. The state had not been able to maintain its formula commitment per student FTE, so that, even though enrollment was up at most campuses, funding had not increased proportionately. He traced the progress of budget requests from the University to the Commission on Higher Education, to the state Budget and Control Board, to the House Ways and Means Committee and the Senate Finance Committee. "He nevertheless emphasized that the state, in his opinion, will eventually return to a more favorable relationship with the University, such as has existed in the past." (11/14/75, p. 3)

Dr. Davis reported to the Senate on the concerns expressed by the Columbia Faculty Senate about Regional Campuses Senate representation to that body. The Board of Trustees had approved fifteen articles pertaining to the organization and administration of the Regional Campuses. Three of these which dealt directly with the lines of administrative responsibility for the academic concerns of the campuses are: "a) regional campuses are responsible to the Board of Trustees through the President and the Vice President in charge of regional campuses 2) academic programs in regional campuses are to be run under the general supervision of the President and the Vice President in charge of regional campuses 3) regional campus faculty would be expected to declare their own requirements for degrees for approved majors." (11/14/75, p. 4) A problem had arisen because the Regional Campuses representatives to the Columbia Senate were allowed to vote on academic concerns for the Columbia campus while Columbia senators did not have representation, voting or otherwise, in the Regional Campuses Senate. Some opposition to continuing to send representatives to the Columbia Senate was expressed. Dr. Davis pointed out that the Columbia Senate discussed and made decisions in many areas of import to the Regional Campuses including admissions, changes to the grading system, and the transfer of students between campuses. Dr. Davis concluded by saying that he felt most of the problems arose concerning the four-year campuses and that without a doubt the two-year campuses would benefit from retaining their representation to the Columbia Senate.

Sylvia Hudson, Coordinator of Student Financial Aid for the Regional Campuses, told the Senate that her office will administer a total of \$750,000 in grants and scholarships during the current fiscal year. She offered the assistance of her office to faculty on the campuses who advise students needing financial assistance.

The Senate voted that faculty who are denied promotion and/or tenure be informed, upon request, of the reasons for the denial.

The Senate voted to instruct the Financial Concerns Committee to conduct a faculty salary study for large and small campuses using the following variables: degrees, rank, sex, experience and division or department. The Senate also voted to request that Dr. Duffy's office provide faculty with general procedures used in formulating campus budgets and that directors be urged to make campus budget information available to faculty.

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The February meeting was held in Aiken. Dr. H. Willard Davis introduced B. A. Daetwyler, Vice President for Finance, to "acquaint the members of the Senate and thereby the faculty members of the regional campuses with some of the procedures, problems, difficulties or whatever, pertaining to our appropriations and to our budgets." (2/13/76, p. 1) Mr. Daetwyler told the Senate that formula funding had been abandoned for the current year because, in a tight budget year (which is also an election year) it would have given campuses with increased enrollment extra



funds but would have left some state schools without the minimum needed to operate. He outlined a thirteen-step process for implementing the formula which is based on credit hours, number of students, FTE's, student/faculty ratio, average salaries at all ranks, educational level of faculty, administrative costs, supplies, equipment, travel, library materials, maintenance of buildings, utilities and student services. After total instructional and operating costs are determined, income (e. g., student fees) is subtracted and costs for special and new programs as well as bureaus, institutes and special research projects are added. The formula funds four-year campuses at a slightly higher rate than the two-year campuses. A total of 76% of the University's funding is used for personnel costs, and about two-thirds of the personnel costs pay faculty salaries.

Dr. Davis informed the Senate that the Columbia library had refused to allow non-Columbia residents to keep library materials out longer than three weeks.

Professor Stephen H. Ackerman, Chairman of the Columbia Faculty Senate addressed the group in regard to cooperation between the various campuses of the University. "There has to be a degree of independence," he said, "but...campuses as well as departments within the University system must relate to one another as parts of a whole whose substance is its faculty." (2/13/76, p. 4) Faculty at all campuses should "speak frankly in order to find common ground on which to operate and to assume a constructive and critical interest in what goes on in other parts of the University." (Ibid.) Professor Ackerman requested that the Regional Campuses Senate work with representatives from the Columbia Senate on a committee whose task would be to "discuss concerns and fears of the different faculties, with a view to working out the problems that exist between main and regional campuses faculty." (2/13/76, p. 5) Chairperson Towler encouraged Professor Ackerman to take the initiative in forming such a committee.

The Financial Concerns Committee reported that the salary report was in preparation. Campus directors had complied with the request to share budget information with faculty in varying detail. The committee had determined that rank increments are about the same at all campuses, that each campus determines the percentage of its budget to use for merit and promotion raises, that raises of about two and one-half percent were being discussed in the Legislature and that salaries for faculty with similar credentials might vary from campus to campus. The committee requested that the Senate sanction the preparation of two reports: 1) a report on salary averages for staff who work less than half time and 2) a report on the feasibility of announcing faculty and staff vacancies within the Regional Campuses system to all the campuses at the same they are advertised nationally. The Senate concurred.

The Intra-University Services and Communications Committee reported on three publications which are sent to all campuses: the Monday Memo, the Calendar of Events and the student newspaper, the Gamecock.

The Senate voted to incorporate into the Faculty Manual the tenure and promotion procedures under which the two-year campuses had been operating. The Senate also decided to add a statement to the effect that the four-year campus faculty should refer to their supplemental manual for tenure and promotion procedures.

A letter to the Senate from Dr. C. Reginald Brasington was read, which expressed his appreciation for the Senate resolution honoring his service to the Regional Campuses System. The letter said, in part, "I am pleased to have had the opportunity to work with you, to learn from you what characterized a good teacher, and to continue the struggle with you for academic excellence, academic freedom, and personal fulfillment." (2/13/76, p. 9)

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The final Senate meeting of the year was held in Union in April. President of the University, Dr. William H. Patterson addressed the Senate on the topic of University governance. He described three levels of governance: State Commission of Higher Education, University Board of Trustees, and the Faculty Senates. He noted that the Legislature was considering changing the make up of the Commission by replacing individual institutional representatives with members selected from the judicial circuits. In addition, the new commission would be given power to eliminate courses and programs as well as institute them and the budget system would be changed from formula funding to a continuing system. He observed that the Board of Trustees governed all nine campuses and that the Senates should continue to inform the administration of concerns which might need to be conveyed to the Board of Trustees.

Dr. George Curry, Secretary to the Board of Trustees addressed the Senate about the nature and function of the Board of Trustees. He characterized the Board as "the agency that sets and monitors goals for the University." (4/2/76, p. 2) The Board achieves these goals by selecting the President and monitoring his performance as well as by monitoring the "health and tone of the administration through the President." (4/2/76, p. 2) He told the Senate that the Board wishes to hear from anyone connected with the University who has exhausted other channels of communication and still has a problem he or she feels the Board can solve.

Dr. John J. Duffy commented that the Faculty Manual is being updated to reflect changes voted on either by the Columbia Senate or by the Regional Campuses Senate. He noted that the new manual will apply only to the two-year campuses as the four-year campuses will be developing separate manuals.

Byrn Birch, Employee Benefits Advisor, spoke to the Senate about fringe benefits, especially life, health, and disability insurance and retirement programs.

The Financial Concerns Committee distributed a salary survey entitled "Characteristics of the Regional Campus Faculty and Some Administrators." The committee chairperson concluded that "the closest we could come to what is a pure teaching average [is] \$12,000 as compared to administrators who also teach at \$12,900." (4/2/76, p. 8) She noted that the principal difference between the salaries of men and women faculty members were related to the larger number of male faculty who held doctorates.

The Senate's representative to the Columbia Library Committee commented that "the prospects for the regional campuses faculty to have greater use of the main library are in his opinion more apt to decline than to increase." (4/2/76, p. 9) He stated that he believed that in the committee "library services are regarded as very autonomous [and that the campuses should] not be dependent on the main campus library." (4/2/76, p. 9) He suggested that the Regional Campuses faculty who wished to take advantage of the library's new membership in the Center for Research Libraries would best be advised to travel to Columbia for this purpose rather than relying on interlibrary loans.

The representative to the Columbia New Courses and Curriculum Committee announced that a form was being devised which would require any Columbia department setting up a new course to indicate whether or not the course would be taught at the Regional Campuses and, if so, whether coordination with the campuses had taken place.

The chairperson of the Special Committee to Research Means for Increased Professional Development for Regional Campus Faculty reported on several opportunities open to faculty. These included: funds available through application to the Committee on Research, assistance from the University's Office of Grants and Research in preparing grant proposals, sabbatical leave to tenured professors and associate professors, possible reduced workloads, reduced tuition for University courses, interlibrary loans, clerical assistance at each campus, and University publications offering information about research opportunities. The chairperson identified three problems faculty on the campuses faced in regard to research: lack of funding; lack of administrative support, cooperation, and encouragement; and feelings of isolation from close contact with others in the faculty member's particular discipline.

The Senate elected the following slate of officers for the 1976-77 academic year: Chairperson, Donald D. Weser of Sumter; Vice Chairperson, John M. Samaras of Lancaster; and Secretary, Betty J. Martin of Union.

Chairperson Donald D. Weser presided over the first meeting of the year which was held in Columbia in October.

A new edition of the Faculty Manual was distributed. Dr. John J. Duffy, Associate Vice President for Regional Campuses, explained that this manual paralleled the one for the Columbia campus closely except in the section on tenure and promotion. He stated that any future changes would have to be made through both senates if the changes pertained to sections other than tenure and promotion. These sections would be sent through the Regional Campuses Faculty Senate only.

Dr. H. Willard Davis, Vice President for Regional Campuses, addressed the Senate and explained that the three larger campuses, Aiken, Coastal Carolina and Spartanburg had been given complete autonomy and were no longer part of the Regional Campuses Faculty Senate, although the Aiken campus had expressed the desire to maintain some ties with the other campuses.

Professor Stephen H. Ackerman, Chairperson of the Columbia Senate indicated that his senate wished to continue close contact with the remaining Regional Campuses and he urged the senators to notify him about matters of mutual concern.

The Senate voted to approve a motion from the Rights and Responsibilities Committee that the faculty on each campus form a faculty organization, elect a chairperson and a secretary and hold regular meetings and that the director of the campus not be the presiding officer unless duly elected to the position. Dr. Duffy pointed out that each faculty was free to form its own faculty organization the way it saw fit and that directors were faculty members.

Emily A. Towler, who had been appointed to serve on the Presidential Search Committee, asked the Senators to notify her if they had suggestions for candidates for the position.

It was decided to transfer the duties of the Special Committee to Research Means for Increased Professional Development for Regional Campuses Faculty to the Financial Concerns Committee. The need to continue to communicate opportunities for research and development was recognized. Dr. Duffy urged the senators to investigate the possibilities offered by the National Science Foundation, Title I projects and the Grants Office.

It was decided to alter the Senate agenda slightly by holding an informal session in the morning prior to the committee meetings.

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The Sumter campus was the site of the November meeting. George Oliver from the University Research Office spoke to the Senate about grants and proposals. He explained that the Office of Research was available to assist faculty from the Regional Campuses, but that proposals must proceed up the ladder from campus director, to the Office of Research, to the Vice President for Research, the Provost or various committees as appropriate. He stated that grants were available from many sources other than the University, such as the federal and state governments as well as corporations and private foundations.

The bleak condition of the state's economy was discussed and Dr. H. Willard Davis told the Senate that budget cuts were likely. Dr. Duffy remarked that internal audits at the campuses had

mandated tightening up of procedures concerning equipment and supplies. Dr. Duffy also stated that two campuses had been involved in self-studies and that all would take part in this exercise over the next five years.

The Financial Concerns Committee reported that the Salary Study was being updated and that the new study would limit the variables to rank, experience and degree. At the committee's recommendation the Senate voted to make a request to the Vice President of Student Affairs that children of Regional Campuses Faculty be allowed to be considered for some of the scholarship funds now being provided to children of Columbia faculty. The committee chair reminded the senators that Regional Campuses faculty can work toward master's and educational doctorates without fulfilling residency requirements and, unlike Columbia faculty, can register for degree programs on their campus even if they hold rank above Assistant Professor.

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The Senate's February meeting was held at the Salkehatchie campus. Guest speaker was Jerry Keeter, Director of the Instructional Services Center. He explained that the Center was created to support teaching, presentations, research and publications through the use of media materials, media equipment and media production services. He stressed that the Center was intended to be used by all faculty at all campuses and invited the senators and their colleagues to utilize fully the services offered.

Dr. H. Willard Davis reported to the Senate that funding for state agencies would be determined in a new way for the coming fiscal year. Appropriations would be decided upon on the basis of income outlook as reported by the Governor's Office. The Commission on Higher Education would continue to make recommendations to the Budget and Control Board based on the formula. After the next fiscal year the University would be required to pay 100% of its employees' fringe benefits, rather than 50% as is now the case. Raises would be at about 4%.

Dr. Davis announced that the tenure and promotion procedures had been in place for three years and that recommendations for some fundamental changes would be made. He elaborated on specific areas of concern which were: 1) recommendations from administrators 2) need for a local committee and 3) possible return to administrative responses.

Chairperson Weser reported that a positive reply had been received concerning scholarships for Regional Campuses faculty children. These scholarships are for tuition only.

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Guest speaker for the April meeting in Beaufort was Rick George, Executive Director of the South Carolina Arts Commission. Mr. George stated that the purpose of the Arts Commission is "to promote and develop the arts in South Carolina." (4/1/77, p. 1) He told the Senate that the Commission has three programming divisions. These divisions and their missions are: 1) The Arts-In-Education Division which encourages the development of the arts as an integral part of the learning process in the state's educational system 2) the Professional Arts Development Division which supports those citizens who are involved in the arts as creators, participants or audiences and 3) the Contemporary Arts Development Division which aims to expand the scope and increase the quality of the arts experiences of South Carolina citizens. (Ibid.) Mr. George encouraged the campus faculty to utilize the services offered by the Commission.

Dr. William H. Patterson, President of the University commended Dr. H. Willard Davis for his work with the Regional Campuses and stated that many changes had taken place since more state funds had been provided for capital improvements.

Provost Keith E. Davis reported that the Board of Trustees had approved a Columbia Faculty Senate recommendation that colleges be empowered to set their own rules for entrance and academic standards. Most colleges are expected to require a "C" average (2.0). Provost Davis stated that students transferring to Columbia might encounter additional paperwork and an academic review of their records by admissions officers at the colleges.

Dr. Duffy encouraged the senators to support studies at each campus which would evaluate the performance of students transferring to Columbia. He offered the assistance of his office in facilitating such studies.

The Rights and Responsibilities Committee recommended that the Senate vote to add a Member-At-Large to the Executive Committee so that there would be five members (i. e., Chairperson, Vice Chairperson, Secretary, Immediate Past Chairperson and Member At Large) and so that each Regional Campus could be represented. The Senate voted to make this change.

The Financial Concerns Committee presented a lengthy report which compared salaries of Regional Campuses faculty with those of Columbia faculty as well as with those of other colleges in the state. Variables used for a regression analysis included rank and highest degree. The report pointed out that many other variables such as years of experience, sex, race, field of study, alma mater, campus, teaching ability and research effort also affected salary amounts. The effects of these variables were expressed in a separate table. Generally speaking this table indicated the following: 1) administrators made more than assistant professors, instructors and librarians, but not more than associate professors; 2) faculty at Sumter made the best salaries with the other campuses trailing in the following order: Lancaster, Union, Salkehatchie, Beaufort; 3) higher degrees brought higher salaries; 4) teaching science and education paid better than teaching the arts and business; 5) it was advantageous to be both male and white; and 6) teaching experience at USC was a plus, but experience at other institutions was not necessarily so.

Upon the recommendation of the Intra-University Services and Communications Committee the Senate voted "to recommend that a Regional Campus Librarian be consulted by those who act upon the study of the South Carolina Commission on Higher Education entitled 'Resources of South Carolina Libraries.'" (4/1/77, p. 8) The Senate also voted to support the Commission's recommendation to "define the role of the University of South Carolina toward its branches and Regional Campuses, particularly with respect to the coordination of library development." (Ibid.)

The Senate voted unanimously to present scrolls signed by all senators to honor, upon the occasion of their retirements, the contributions of President William H. Patterson and Vice President for Regional Campuses H. Willard Davis who had served the University for thirty-four and thirty-six years respectively. Each man was declared to be "henceforth regarded as an Honorary Regional Campus Senator and be accorded the rights and privileges thereof." (4/1/77, p. 10)

Officers elected for the following academic year were: Chairperson, John M. Samaras from Lancaster; Vice Chairperson, John E. Stine from Union; Secretary Elizabeth Dunlap from Beaufort; and Member-At-Large, Marion D. Preacher from Salkehatchie.

The September meeting, held in Columbia, was presided over by Chairperson John M. Samaras.

Dr. John J. Duffy, the new Vice President for Regional Campuses and Continuing Education announced that the campus directors were present according to a new practice, although they had attended the Senate in an ex officio capacity for some time. He urged the senators to contribute to the University's Educational Foundation, a portion of whose funds assist with tuition scholarships for faculty members' children.

In response to the salary study presented by the Financial Concerns Committee at the April 1977 meeting, the Senate voted to "recommend that those responsible for annual salary adjustments actively search out the inequities that exist within the system and eliminate them with additional upward adjustments of salaries for those individuals concerned." (9/23/77, p. 1)

Several suggestions for increasing communication between the Regional Campuses and the Columbia campus were offered by the Intra-University Services and Communications Committee. These included: 1) holding a Regional Campus Day in Columbia to allow students who were transferring to see the campus and to allow faculty to learn about services such as testing and counseling which were available to them; and 2) more frequent meetings between faculties in the same discipline. Dr. Duffy reminded the Senate that Columbia deans visit each of the Regional Campuses annually to help with pre-advisement.

The representative to the Columbia Library Committee reported that Regional Campuses faculty were to be offered the same interlibrary loan privileges as the Columbia faculty. Arrangements will be handled by the campus librarian and request forms are being designed. Regional Campuses faculty may still check out materials at Columbia libraries in person provided they have a valid ID card.

The Executive Committee appointed an ad hoc committee to study the Regional Campus Faculty Manual, to review the Minutes of the Senate, to gather suggestions for needed changes, and to present proposed manual revisions to the Senate.

Dr. Duffy announced that his office would reimburse per diem expenses for senators who had long distances to travel to the November meeting in Union.

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The November meeting was held in Union. Guest speaker was Robert W. Denton, Assistant Vice President for Finance. He addressed the Senate on the South Carolina Formula and changes the new President, James B. Holderman wished to inaugurate. Mr. Denton explained that the current formula funds the University on the basis of predicted enrollment with funding for physical plant operation and expansion being based on the previous three years' costs. Although funds for both cost of living and merit raises are being requested for the coming year, the Budget and Control Board is asking for only 90% of the formula for the University. To combat this eventuality, President Holderman is requesting 1) that the Legislature provide full formula funding 2) that the line-item budget going into effect next year provide for a 5% flexibility and 3) that a change in last year's budget which ceased allowing student fees to generate fringe benefit funds be rescinded.

The Senate voted to support two recommendations from the Rights and Responsibilities Committee. These were 1) that the "Committee of Nine" be referred to as "The Two-Year Campus Promotion and Tenure Committee" and 2) that this committee be composed of "one elected member from each two-year campus, one member from the Military Campus Organization and five members appointed by the Office of the Vice President for Two-Year Campuses and Continuing Education." (11/11/77, p. 1)

The Financial Concerns Committee presented a table comparing salaries of Regional Campuses faculty to those of all institutions of higher education in the Southeastern part of the country. Regional Campuses faculty salaries were lower at all ranks. The Senate voted to support the committee's motion that "the Regional Campuses Faculty Senate formally support President Holderman's efforts to raise faculty salaries at least to the regional average and that individual faculty members are to convey this attitude to the appropriate legislators." (11/11/77, p. 2) It was pointed out that if the President's requested faculty raises were granted the following year, most salaries would then be at or very near the Southeastern averages.

Suggestions for the Ad Hoc Committee for Revising the Faculty Manual included: 1) specifying the number of office hours a faculty member should maintain each week; 2) providing a clearer explanation of the procedures regarding the tenure process; and 3) including Military Campus faculty members in the Manual.

A report from the Rights and Responsibilities Committee which proposed several changes in the tenure and promotion section of the Manual was accepted by the Senate. The changes concerned the following: 1) formation of a local tenure and promotion committee; 2) provision of a standard Tenure and Promotion File Form; 3) suggestions of other documents appropriate for the file; 4) a statement of the route the file would take (i. e., local committee to campus director, to Two-Year Campus Promotion and Tenure Committee); 5) addition of representation from the Military Campuses on the Committee; and 6) changes to qualifications for Professor and Associate Professor. Areas covered in the Tenure and Promotion File Form included: Education, Pertinent Work Experience (non-USC), Record at USC, Professional Activities and Memberships, Research and/or Publications, Teaching Responsibilities, and Faculty Member's Personal Statement.

Chairperson Samaras told the Senate that he had been appointed to the Academic Forward Planning Committee to consider President Holderman's five-year plan for the University.

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The Senate met in Lancaster in March. A member of the Board of Trustees, D. Glenn Yarborough addressed the Senate on the role of the Board and its areas of responsibility.

Provost Keith E. Davis spoke to the Senate about two areas where the new emphasis on viewing the University as a unitary system can benefit Regional Campuses faculty. These are the Faculty Exchange Program and faculty research grants. The Faculty Exchange Program offers Regional Campuses faculty the opportunity to teach and do research on the Columbia campus during the summer. Application is made through the campus director to the Provost and Vice President for Regional Campuses and Continuing Education. If an opening is available, the Columbia campus and the Regional Campus will each provide 15% of the faculty member's base salary to compound the summer stipend. Housing will also be provided. Seven Regional Campuses faculty will participate in the exchange this summer. Opportunities for fall and spring exchanges are being considered. Faculty research grants became available to Regional Campuses faculty this



fall and three of seventeen awards went to faculty from the campuses. Awards are made in both fall and spring.

Provost Davis told the Senate that the Columbia Senate had approved guidelines for a student grievance procedure and that each Regional Campus will be bound by these guidelines as well. Requirements include: 1) to formulate and publish a statement of the local student grievance procedure and 2) to form a permanent standing committee to handle student grievances. (3/3/78, p. 2) The committee is to include faculty, may include students, and may not include the campus director. The statement of procedures must be submitted through channels to the President by April 15.

Dr. Duffy announced that the University is in full support of a bill, called the Lake Bill, which would coordinate higher education in the state. If passed, the bill would establish a commission and set up a master plan for higher education. During the first year of the commission's operation a moratorium would be placed on programs, plant expansion and hiring of personnel.

The Intra-University Services and Communications Committee recommended that the Senate allow faculty other than senators to volunteer to serve on Columbia committees, provided that they arrange to deliver either a written or oral report to the Senate. The committee commended Dr. Duffy for instituting a shuttle delivery service for inter-library loan items to and from the campuses.

The Senate voted to accept a statement of the general requirements for an associate degree at the Beaufort campus. It also approved the institution of the pass/fail system for developmental courses in reading, English and math.

Appended to the Minutes are documents concerning average teaching loads at each Two-Year Campus and information on the new copyright law.

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The Senate held its April meeting in Beaufort.

Dr. Duffy encouraged the Senate to complete the revision of the Faculty Manual quickly and also to revise the Policies and Procedures Manual. He announced that the USC campuses will join with the campuses of the Technical Schools to conduct a workshop for faculty on student retention. Dr. Duffy commended the Beaufort and Salkehatchie campuses for their work done in preparation for self-study reports.

The Senate voted to change its name to the Two-Year Campuses Faculty Senate, reflecting the preference of the new president.

The Faculty Manual revision committee announced that it would work during the summer to incorporate changes based on Senate decisions and on recommendations of the Rights and Responsibilities Committee concerning tenure and promotion. Dr. Duffy added that the Manual should also include the increase of the probationary period for tenure from six to seven years because this decision made by the Columbia Senate is binding on the Two-Year Campuses also.

The Senate voted that the representatives to the Columbia committees assume their duties immediately upon election so that they could begin attending meetings on which they would be expected to report to the Senate in the fall.

Officers for the new year were elected as follows: Chairperson, John E. Stine (Military Regional Campuses); Vice Chairperson, Elizabeth Dunlap (Beaufort); Secretary, L. Wade Chittam (Lancaster); and Member At Large, Dinford G. (Pete) Maness (Sumter).

The September meeting was held in Columbia with Chairperson John E. Stine presiding. Guest speaker, Colonel John J. Powers, Director of Military Centers, spoke to the Senate about "assistance given by military campuses to adult transient students earning the associate degree." (9/29/78, p. 1) Military Centers are located at several military posts in the state including Charleston (Navy), Myrtle Beach (Air Force), Shaw (Air Force), Ft. Jackson (Army) and Beaufort (Marines).

Dr. John J. Duffy, Vice President for Two-Year Campuses and Continuing Education introduced Dr. Robert E. Alexander, the new Associate Vice President for Two-Year Campuses and Continuing Education.

The Senate voted to require that, beginning with the 1978-79 academic year, all persons elected to the Two-Year Campuses Tenure and Promotion Committee be "at least an assistant professor or librarian with a minimum of four years full-time service at the campus in question." (9/29/78, p. 2)

The Senate voted to send a letter to President Holderman expressing appreciation "for his dedicated efforts in behalf of higher education and faculty welfare." (Ibid.)

The representative to the Columbia committee on Academic Affairs and Faculty Liaison reported that the Board of Trustees had approved the formation of a Faculty Senate for the Spartanburg campus.

The representative to the Academic Forward Planning Committee reported that President Holderman had prepared a Carolina Plan II following up on the previous year's Carolina Plan. Both plans contain programs and suggestions President Holderman has presented to the Board of Trustees for support. Part of the Plan II covers the proposal for an enhanced faculty exchange program whose objectives are: 1) increasing educational opportunities for students 2) providing faculty with greater access to the libraries, laboratories and other research facilities of the System 3) strengthening teaching by expanding opportunities for faculty development and curriculum development and 4) facilitating System-wide understanding of the respective roles and missions of each campus. (9/29/78, p. 7)

The Chairperson appointed a committee to revise the Senate By-Laws.

The Faculty Manual revision committee submitted a list of substantive changes concerning description of the University's administrative structure, Senate membership, description of Standing Committees, Affirmative Action Policy, make-up of faculty search committees, local tenure and promotion procedures, and sick, court, and sabbatical leave.

Appended to the Minutes is "A Report to the Two-Year Campus[es] Faculty Senate" authored by John M. Samaras. The report covers Professor Samaras' efforts to obtain permission for the Two-Year Campuses to give credit for remedial courses English 099, English 100 and Math 100.

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The November meeting was held on the Salkehatchie campus. Dr. Richard Kemper, Assistant Dean for Graduate Regional Studies was the guest speaker.

Dr. Duffy told the Senate that the amount of formula funding expected for the 1979-80 fiscal year was 95%. Requests for \$18 million to fund building projects had been presented, but only \$500,000 had been approved. Part of the reason for the low appropriation was that the newly reconstituted Commission on Higher Education had created a Master Plan for higher education in the state which could involve elimination of some of the University's Two-Year Campuses. In this political climate the University administration deemed it prudent not to use any building funds for the Two-Year Campuses even though projects at Salkehatchie, Union and Lancaster are needed and had been planned. Dr. Duffy assured the Senate that the University would fight to keep and improve its Two-Year Campuses and urged the senators to contact the legislators and commissioners in what promised to be "an interesting year." (11/17/78, p. 1)

Dr. Alexander announced that the Provost had set aside \$150,000 to be used for research grants of \$1000-4000 for faculty members who were not traditionally involved in research. He also stated that the Division of Two-Year Campuses and Continuing Education had joined with the Division of Student Affairs to create a South Carolina English Language Program. This program will provide intensive English language instruction to foreign and native students who need extra assistance in preparing to do college level work.

After approving additional changes concerning description of campus deans, allocation of Senate membership among departments, non-voting status of Executive Committee members, and inclusive language, the Senate voted to accept its new Faculty Manual, as revised.

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The Sumter campus was the site of the Senate's February meeting. The guest speaker was Dean J. C. Anderson, Jr. from Sumter who spoke to the Senate about his role as the dean of a Two-Year Campus. In summary he stated that he

provides leadership and direction in the operation of the Sumter Campus of USC, and insures the proper implementation of policies and procedures established by the President of the University and its Board of Trustees; functions as the chief Administrator for the campus, making decisions on issues of local concern and serving as the institutional representative to the general public and outside agencies; serves as the University's liaison to Sumter CHE, City/County governing bodies, and local Legislative Delegation. (2/23/79, p. 8)

Dr. Duffy told the Senate that the System Committee had approved the addition of an Associate Dean and, in some cases, an Assistant Dean for the Two-Year Campuses. He also reported that the title of Chancellor had been approved for the directors of the Four-Year Campuses. He said that the new Faculty Manual was at the printer and would be delivered in about three weeks. In response to a concern expressed earlier in the year, Dr. Duffy told the senators that each faculty member was covered by \$400,000 worth of insurance against liability suits in connection with work situations.

Dr. Alexander reported that the Center for Telecommunications Instruction was working with several academic offices to offer courses at the Two-year Campuses. Disciplines in which

courses are being considered are engineering, art and religious studies.

The Senate voted to reaffirm its stand that 100 level courses in math and English should retain their credit status. It was suggested that these courses be referred to as "developmental" rather than "remedial."

The Senate also voted to recommend that a faculty development program be instituted which would allow faculty members to take courses at a reduced rate of tuition for the purpose of improving job performance.

Approval was sought and granted to teach an interdisciplinary course entitled, "The Evolution of the Concept of Law" at the Lancaster campus.

The representative to the Columbia Library Committee told the Senate that plans were underway to create an online database for the University's libraries which would replace the card catalogs in about three years.

The Senate instructed the Executive Committee to study Senate representation for the "fragmented elements of what use (sic) to be the Military Campuses" [i.e., the Evening Schools, the Prison Program, PACE, Ft. Jackson Campus, ETV, Continuing Education, Week-end College and the High School Program, all of which are now collectively called The Center for Credit Programs] and report back to this body with a recommendation as to the proper representation." (2/23/79, p. 6) Vice Chairperson Elizabeth Dunlap, who had chaired the Faculty Manual revision committee, clarified for the Senate that Senators were elected to serve a three-year term and that, as the Vice Chairperson and Secretary do not vote, campuses from which those officers come are entitled to another Senator.

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At the April meeting, which was held at the Charleston Naval Base, Chairperson John E. Stine introduced several guests from the Columbia Campus. These were: David P. Rinker, Consultant to the President for Physical Facilities; B. A. Daetwyler, System Vice President for Business and Finance; Robert W. Denton, Vice President for Finance; and David K. Bowden, Director of Telecommunications [Instruction].

Dr. Alexander reported that the Faculty Exchange Program would go into effect with the current year's summer sessions. Thirty-two participants are involved, most of whom are going from a system campus to the Columbia Campus.

Dr. Duffy reported that Continuing Education had received a grant from the Kellogg Foundation to set up Adult Referral Centers at each of the nine campuses of the University System. The Centers will be involved in all phases of the campus operation and will facilitate the successful matriculation and education of adult students throughout the state. Dr. Duffy also reported that television courses were now being offered in the areas of Japanese culture and history, and teacher education. He announced that the proposal to cease giving credit for 100 level courses had been defeated by the Columbia Senate, largely due to the convincing arguments put forth by the Provost who described the devastating results such action would have on the Two-year Campuses.

Dr. Duffy reported that the System Committee had agreed that the Center for Credit Studies' full-time faculty "should, for all practical purposes, constitute a sixth campus in terms of two year campuses." (4/20/79, p. 2) The Senate voted to give the Center for Credit Programs representation on the Senate based on the Faculty Manual formula.

The Senate chose Dinford G. (Pete) Maness of Sumter as its new Vice Chairperson, James T. Otten of Union as its new Secretary and L. Wade Chittam of Lancaster as its new Member-At-Large on the Executive Committee. The committee also included the rising Chairperson, Elizabeth Dunlap of Beaufort and the Immediate Past Chairperson, John E. Stine of the Center for Credit Studies.

Chairperson Elizabeth Dunlap presided over the September meeting which was held in Columbia. President James B. Holderman addressed the Senate. He noted that faculty had received salary increases for the current fiscal year and that he hoped to achieve full formula funding for the following year. He told the Senate that fall enrollment was up 4.8% with a total enrollment of about 35,000 students. He also noted that any increased funding would undoubtedly bring increased demand for accountability.

Later in the meeting the Senate voted to send President Holderman a letter of thanks for his support of faculty welfare and for his efforts in obtaining the recent raises.

System Vice President for Two-Year Campuses and Continuing Education John J. Duffy added his commendations to the Two-Year Campuses for their increased enrollment, especially noting that Salkehatchie's fall enrollment was up 23.9%. He commented that energy costs were escalating, that some budget cuts might become necessary this year, and that a hiring freeze might occur in the next fiscal year. He mentioned the Commission on Higher Education's Master Plan for higher education in the state and said that "the Two-Year Campus portion of the university system has received only minor adverse comment in the draft copy of the plan."  
(9/21/79, p. 1)

A fifteen-minute multi-media slide presentation concerning opportunities within the University system was presented by Dr. David K. Bowden, Director of the Center for Telecommunications Instruction.

University Provost Dr. Francis T. Borkowski addressed the Senate concerning a decision by the Budget and Control Board to incorporate university faculty into the existing state personnel classification and grievance procedure. He explained that this action would violate the traditional academic principle of judgement by one's peers which is the foundation of the tenure and promotion process. He said that the Columbia Senate was formulating a proposal in opposition to this action and urged that all campuses study this matter so that a system-wide consensus could be developed. Later in the meeting the Senate voted to support the Provost's position.

Provost Borkowski also reported that the Faculty Exchange Program, now in its second year, was working very successfully.

Associate Vice President Robert E. Alexander requested that the campus deans identify priority items from their operating budgets in case cuts were ordered. He said that cuts to personnel would probably not be necessary during the current fiscal year.

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Guest speakers for the November meeting which was held in Union were Timothy G. Quinn of the University Office of Legal Affairs and Miriam F. McNair, Director of Educational Referral Services (ERS).

Mr. Quinn spoke to the Senate about the proposed state grievance procedure. If the procedure is approved by the Legislature, USC faculty will have, in effect, an internal grievance procedure as well as the state grievance procedure. In any case, each Two-year Campus and the Senate itself will need to develop a grievance procedure based on the one in place in Columbia. While the University's grievance procedure can be used to grieve areas such as affirmative action

and academic freedom as well as tenure or non- reappointment, the proposed state procedure would be limited to employment related issues. Later in the meeting the Rights and Responsibilities Committee announced that it had been charged to develop a system grievance procedure. Dr. Alexander commented that all grievance procedures would have to be examined and approved by the Office of Legal Affairs.

Ms. McNair told the Senate about the functions of her office. ERS is "a newly designed community program designed to: Collect and distribute educational opportunity information; encourage and support adults in the continuance of their education; assist adults in setting educational goals and matching goals with appropriate resources; provide assistance in the selection of available programs and assist adults with college entrance procedures and regulations." (11/16/79, p. 2) She stressed that the program is not a recruitment tool, but is designed to assist all adults seeking personal and educational growth and satisfaction as well as career change or advancement.

Senators were given copies of the Commission on Higher Education's Master Plan which outlines a three-tiered system of institutions. The University's defense against this plan has been prepared and efforts will be made to gain legislative support for the University's position.

David B. Hunter, Coordinator of Student Services for Two- Year Campuses and Continuing Education told the Senate that he works with the student service coordinators at the campuses to encourage student leadership, to ascertain student interest in inter-campus social and athletic functions and to assist Columbia-bound students during the transition period.

The Rights and Responsibilities Committee noted that an annual review process had been set up by Dr. Duffy's office as a result of the institution of the state grievance procedure. The review will evaluate faculty in six areas: Teaching Effectiveness, Campus Activities, Community Service, Personal and Professional Growth and Experience, Research and/or Scholarship and Institutional Support. This procedure is distinct from the tenure and promotion process.

The Senate voted that a restriction be placed on termination of a faculty member being considered for tenure and/or promotion provided the person is in the second year of employment.

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The February meeting of the Senate was held in Lancaster. Guest speaker was David P. Rinker, Vice President for Facilities Planning, who spoke on "the importance of proper planning in relation to the development of campus physical facilities." (2/13/80, p. 1) Mr. Rinker stressed that facilities planning supports academic planning and that a long-range timetable is essential because of such conditions as regulatory agencies, appropriations uncertainty, and the separation of architectural, engineering and construction funds. He also pointed out the importance of reviewing and revising the master plan to meet changing conditions.

Dr. Duffy commended the Two-Year Campuses Tenure and Promotion Committee noting that its decisions were "both wise and timely." (2/13/80, p. 2) He also noted that the self- study process being undertaken by the campuses was a "positive endeavor and essential to the planning process." (Ibid.)

The Senate accepted a Grievance Procedure as presented by the Rights and Responsibilities Committee. Included in the procedure are the following: Purpose of the Grievance Committee,



Grievable Matters, Procedures for Filing a Grievance, Duties and Responsibilities of the Chairman of the Grievance Committee, Conduct of the Grieving Hearing, and Channelling from Committee.

The Senate voted to make the Rights and Responsibilities Committee the Senate's Grievance Committee. This action negated the Senate's former decision to have the Executive Committee serve in this capacity.

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The April meeting was held in Beaufort with Dr. Robert W. Denton, Vice President for Finance as the guest speaker. Dr. Denton spoke to the Senate about the budget process. He indicated that formula funding, which is based on Full Time Equivalent enrollment, had generally benefited the Two-year Campuses as long as their enrollment continued to increase. He noted that during the time President Holderman had been in office the University had received an overall increase in funding of 39%; however, funding for the Two-Year Campuses had increased 78%. (4/11/80, p. 1) He mentioned factors which might dilute the formula and necessitate tuition increases including: reduction of federal aid, increased state tax personal exemptions, tax indexing and a weakened economy.

Dr. Duffy commended the Senate on its year's work, especially the formulation of a grievance procedure. He indicated that the System Committee was considering extending the responsibility of the Two-year Campuses Faculty Senate in the areas of legislative and curricular authority. Such action would eliminate Two-Year Campuses' representation on the Columbia Senate. Dr. Duffy indicated that he hoped there would not be extensive changes, but that he did support the theory that the Senate should have jurisdiction over the curriculum taught at the Two-Year Campuses. He requested input from the Senators on the matter.

Dr. Duffy noted that all campuses were involved in the self-study process in preparation for reaccreditation by the Southern Association of Colleges and Schools. He emphasized the value of the self-study process as a planning instrument.

The Senate voted to allow the Intra-University Services and Communications Committee to conduct a Two-Year Campus Faculty Development Workshop for the teaching of interdisciplinary skills.

New officers were elected as follows: Chairperson, Dinford G. (Pete) Maness (Sumter); Vice Chairperson, James T. Otten (Union); Secretary, William T. Cordray (Salkehatchie); Member-At-Large, on the Executive Committee L. Wade Chittam (Lancaster); and Immediate Past Chairperson, Elizabeth Dunlap (Beaufort).

Chairperson Dinford G. (Pete) Maness presided over the first meeting of the year which was held in Columbia in September. Provost Frank Borkowski spoke to the Senate about the projected 7% cut in personnel. He emphasized that, while this eventuality could create problems with morale, the faculty should strive to handle the situation in a statesmanlike manner. He suggested that the state was at a crossroads as to the expected outlook for higher education and remarked that many other states were suffering as great or greater cutbacks in funding.

President James B. Holderman also talked about the potential personnel cut saying that the actual percentage of the cut would probably vary from campus to campus. He stated that a 7% overall cut would "seriously impair the quality of the institutional and academic programs of the USC system." (9/26/80, p. 1) He stated that he felt the current practice of freezing whichever positions happened to be vacated left some very serious gaps in the personnel structure and hit some areas more severely than others. The best strategy he could offer to maintain quality of instruction would be to restrict enrollment. Dr. Holderman stated that he realized that this policy would hurt the Two-Year Campuses the most, but that it was essential for the University to maintain a united and cohesive front.

Dr. Robert E. Alexander, Associate Vice President for Two-Year Campuses and Continuing Education, told the Senate that a change of policy allows campuses to include students in telecommunications courses in the FTE funding count.

Dr. Stephen H. Ackerman, Associate Provost, announced that the Governor had exempted university faculty from state grievance procedures. He said that the grievance procedures of each of the Two-Year Campuses and of the Senate needed to be coordinated with those of Columbia, and all needed to be submitted to the Board of Trustees.

The Senate voted to accept with minor changes the revised Faculty Grievance Procedure as submitted by the Rights and Responsibilities Committee.

The Senate passed a resolution honoring the memory of Dr. Nicolas P. Mitchell who had served the University as Director of the Extension Division during the years when the Regional Campuses were being established (Florence, 1957; Lancaster, 1959; Beaufort, 1959; Coastal Carolina, 1960; Aiken, 1961; Union, 1965; Salkehatchie, 1965; and Spartanburg, 1967). The resolution lauds the accomplishments of Dr. Mitchell for the system "which began in 1957 with a total enrollment of 85 students, today enrolls 10,000 of the 36,000 students on eight campuses of a nine campus greater university system which serves the educational needs of the citizens of the state from the Piedmont to the Atlantic." (9/26/80, p. 12)

The Intra-University Services and Communications Committee reported that the committee would study a proposal to establish a system of academic rank for the professional librarians at the campuses and at the Library Processing Center.

The Senate's representative to the System Committee announced that, of the thirty positions the University requested for the Regional Campuses, the Commission on Higher Education agreed to forward requests for eleven to the Budget and Control Board.

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The November meeting was held on the Salkehatchie campus in Allendale with Vice Chairperson James T. Otten presiding. Dr. Carolyn Matalene, Associate Professor of English at the Columbia Campus talked to the Senate on the subject, "Implications of Times 9 as a Concept Rather than a Publication." She stressed the concept of synergy as it relates to the University's nine campuses and their contributions to this publication. She also touched on the relationship between reading and writing for students in all disciplines, stating that writing skills should be emphasized as an integral part of every course.

Dr. John J. Duffy, System Vice President for Two-Year Campuses and Continuing Education, spoke about the move toward fiscal conservatism which was in evidence both in the state and the nation. He stated that the Budget and Control Board's proposed 7% cut was to affect both dollars and positions. If that large a cut is actually enacted, the University would be forced to raise its entrance requirements in order to avoid having to provide for thousands of students for which it would receive no funding. The Columbia campus would require a GPR of 2.2 rather than 2.0 and the Regional Campuses would require 2.0 rather than 1.7. Dr. Duffy pointed out the irony of having the Educational Finance Act passed in order to improve the quality of preparatory instruction at a time when colleges are being forced to shut out students who have been encouraged to seek a college education.

Dr. Duffy reported that progress was being made toward allowing upper division courses to be taught at the Two-Year Campuses. He explained that decisions must be made on a campus by campus and course by course basis and that he was currently working with the College of Business Administration in this area. He told the Senate that it should be evaluating the types of authority it could exercise concerning curricula in the two-year programs and should also be examining its relationship with the Columbia Senate.

The Senate voted to add to its Tenure and Promotion procedure the requirement that tenure and promotion records be available to Tenure and Promotion Committee members during the deliberation process only and that, at the end of the tenure and promotion process, the records be stored in the archives, accessible only to the President, the Provost and the Vice President for Two-Year Campuses and Continuing Education.

The Senate elected Vincent P. Mesaric of Beaufort to serve on the Executive Committee for the remainder of the year in place of Elizabeth Dunlap, who had resigned.

The Senate's representative to the Academic Affairs/ Faculty Liaison Committee told the Senate that it would need to adopt a format to handle dismissal of tenured faculty and their appeals process.

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The February meeting of the Senate was held in Sumter. Guest speakers were Dean William J. Whitener of the Union campus and Mrs. Whitener. They gave a slide presentation and talked about their recent trip to China.

Dr. Duffy's report to the Senate highlighted the juxtaposition of two contrasting aspects of the state's budget situation. On the one hand the University is facing personnel cuts at all levels of employment; on the other, requests are being made for faculty salary increases as high as 10.5%. Either eventuality would erode the University's operating budget. Dr. Duffy also announced that

the Office of Civil Rights had declared the University to be out of compliance with its desegregation directive because of the lack of minorities in faculty and administrative positions.

The Rights and Responsibilities Committee requested that Dr. Duffy investigate the method of choosing winners in the Small Grants Program of the Office of Sponsored Research. The committee was especially interested in the percentage of requests by discipline and by campus which were received from the Two-Year Campuses, in the method by which members of the committee were chosen and whether or not there were representatives of the Two-Year Campuses on the committee.

It was announced that a "Times 9 English Conference" would be held at the Lancaster campus to present the concept of "Writing Across the Curriculum" as outlined by the Senate's November speaker, Dr. Carolyn Matalene. English faculty from all campuses will attend and will hold a faculty development program for their campus colleagues after their return.

The Senate voted to accept a motion from the Intra- University Services and Communications Committee which changed the requirements for the Associate of Sciences and Associate of Arts degrees offered at the campuses. Specific changes were 1) to require completion of sixty hours of course work approved by the dean of the campus which awarded the degree 2) to require a minimum of six hours of mathematics and forty-eight hours of additional credit and 3) to allow the fifteen-hour residency requirement to be fulfilled at any campus of the USC system. The Senate also voted to accept a proposal from the committee to award academic rank to qualifying professional librarians at the Two-Year Campuses and the Library Processing Center. The proposal described four ranks (Instructor, Assistant Librarian, Associate Librarian and Librarian) and delineated requirements for moving from rank to rank. A list of the tenure and promotion criteria used by the Senate was submitted, with explanations of how the criteria were to be applied to the duties of librarians whenever these duties differed from those of other faculty.

The Senate's representative to the Academic Forward Planning Committee reported the committee's distress at the attempts of the Commission on Higher Education to divest the University of the Two-Year Campuses. A similar move to shut down the two-year programs of the College of General Studies apparently stemmed from the Commission's questioning of the place of two-year programs in the University's mission.

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As had become its custom, the Senate held its April meeting in Beaufort.

Dr. Duffy commented on the progress of self-studies at the campuses. He stated that "these studies represented great expenditure of thought and effort and served as a vital source for planning within the University." (4/3/81, p. 2)

Dr. Duffy reported his progress in determining Two-Year Campus faculty's relative success at receiving grants from the Office of Sponsored Programs and Research. He submitted a letter from the director of the office, C. B. Thomas, as well as several documents which outlined the number of grants applied for by Two-Year Campuses faculty for the current year, a list of grants awarded to those faculty during the past three years, and a list of the members of the Research and Productive Scholarship Committee. Mr. Thomas's letter stated that, while some grants were justified whose aim was to generate additional outside funding, he felt that consideration should also be given to the ways in which the funding of a particular project could "improve the individual from an academic standpoint" (4/3/81, p. 8)

Mr. Thomas's letter pointed out that the Two-Year Campuses actually received a greater percentage of grants, based on number of faculty, than did the larger campuses. His letter also indicated that he would seek representation on the committee for the Two-Year Campuses for the 1981-82 academic year. The Senate responded to Mr. Thomas's letter by adopting a resolution of thanks and a request that the Senate be allowed a representative on the University Research and Productive Scholarship Committee.

Dr. Duffy reported that the request for rank for professional librarians had been approved by the Provost. The Senate voted to request that the System Vice President for Two-Year Campuses and Continuing Education, in conjunction with the campus deans, assign a rank to each librarian currently employed in the system.

The Senate passed a resolution honoring and thanking Senator Ernest Nunnery for his aggressive efforts toward obtaining salary increases for Two-Year Campuses faculty.

Dr. Duffy presented recognition plaques to several past chairpersons including: Jimmie E. Nunnery, 1973-74; John M. Samaras, 1977-78; John E. Stine, 1978-79; and Dinford G. (Pete) Maness, 1980-81.

The Nominating Committee proposed that the Executive Committee be enlarged by the addition of a second Member-At-Large. This action would allow representation on the Executive Committee of all campuses including the Columbia-based Lifelong Learning Faculty (formerly the Center for Credit Studies). After this motion was approved, the Nominating Committee presented the following slate of officers, all of whom were elected: Chairperson, James T. Otten (Union); Vice Chairperson, William T. Cordray (Salkehatchie); Secretary, Elizabeth Baldwin (Lifelong Learning). Executive Committee Members-At-Large, Rodney H. Sproatt (Beaufort) and L. Wade Chittam (Lancaster) and Immediate Past Chairperson, Dinford G. (Pete) Maness (Sumter) will remain on the committee as well.

The September meeting was held in Columbia with Chairperson James T. Otten presiding. In response to the announcement that Secretary Elizabeth Baldwin had resigned her position, the Senate elected Sarah B. (Sally) Johns of Lifelong Learning to that office.

Dr. John J. Duffy, System Vice President for Two-Year Campuses and Continuing Education, congratulated the campuses on their successful completion of their self-studies. He noted that the 3.5% personnel cuts which had occurred so far had been achieved largely through attrition, that faculty raises would average 10%, and that the Two-Year Campuses' enrollment was up 6.6%. Dr. Duffy commented on the value of recent retreats and conferences, especially the English Times 9 Conferences and the retreats for the faculties of individual campuses. He reported that students transferring to Columbia from the Two-Year Campuses continued to do well, with a failure rate of only 6%. He noted that the library system and the Library Processing Center's shuttle delivery service seemed to be working well for the campuses. He also announced that the Financial Aid Office had handled the awarding of almost two and a quarter million dollars to students at the Two-Year Campuses during the past year.

The Rights and Responsibilities Committee suggested that the Senate compile a supplement to the Faculty Manual during the current year and plan a full-scale revision in 1982-83. In preparation for revising the manual the Committee agreed to study tenure and promotion procedures as they vary from campus to campus.

The Financial Concerns Committee indicated that it would be examining summer school compensation, overload compensation and sabbaticals.

The Intra-University Services and Communications Committee stated that it planned to work on a mechanism for new course approval, examine the consistency of lower division courses from campus to campus, analyze the question of curriculum decisions vis a vis Two-Year Campuses' authority, and examine evaluation and peer review documents used at each campus.

Chairperson Otten reported that the Executive Committee had participated in a planning retreat in August which had "proved a valuable opportunity for exchanging ideas and looking ahead to goals and plans for the coming year." (9/18/81, p. 6) He noted that one product of the retreat was the assignment of specific charges to each of the Standing Committees. For this reason he recommended that, in the future, the chairs of these committees be selected in the spring so that they could be invited to attend future planning retreats along with the Executive Committee. Among the goals the Executive Committee set for itself was to analyze the method of representation of the various campuses to the Senate.

The Senate's newly named representative to the Sponsored Programs and Research Committee reported that the committee had expressed its commitment to equitable distribution of grant funds throughout the system. Senators were urged to submit proposals and the representative offered to share information about the types of grants typically funded and provide examples of winning proposals.

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The November meeting was held in Union. The guest speaker was Senator Robert C. Lake, Jr., Chairman of the Ethics Committee of the state Senate. Senator Lake spoke about the state's

economic condition in relationship to funding for higher education. He suggested that the University should be striving for quality rather than quantity in its student body, that remedial courses had no place in a college curriculum, and that "a college education is not for everybody." (11/13/81, p. 1) He urged that higher education administrators abandon the notion that "greatness is bigness and bigness is greatness." (Ibid.)

The Senate voted to support a resolution from the Rights and Responsibilities Committee stating that the Senate wished to have its duly elected representative to the System Committee, Professor Jimmie E. Nunnery, reinstated to that committee. Professor Nunnery had been removed from the committee by President Holderman without consultation with the Two-Year Campuses Faculty Senate. Professor Nunnery indicated that he did not wish to make a issue of the question of membership on the System Committee. Dr. Duffy responded by expressing his own appreciation for the contributions Professor Nunnery had made "to the System, to the Senate and to the University." (11/13/81, p. 9)

The Financial Concerns Committee told the Senate the committee overwhelmingly endorsed a policy which would provide a course fee waiver for University faculty, their spouses and children.

The Intra-University Services and Communications Committee asked the Senators to poll their local faculty to determine the amount of support available for making tenure system-wide (i.e., Two-Year Campuses System) rather than campus-specific.

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Guest speaker at the February meeting in Lancaster was a member of the Lancaster Psychology Department faculty, Dr. Robert L. Rice. Dr. Rice, chairman of the campus's Retention Committee, spoke to the Senate about a study his committee had done to ascertain the student drop-out rate at the campus and to identify characteristics of the typical drop-out. After examining fifteen variables such as new student indicator, enrollment in University 101, age, marital status, major, course load and evening or daytime schedule, the committee concluded that students most likely to stay in school were those involved with the campus (e. g., athletics, honors programs, etc.) and students most likely to leave were those involved elsewhere (e. g., families, jobs, etc.) Dr. Rice stressed that University 101 had proved to be a very important factor in retention of traditional age students, but did not seem to appeal to older students. During the discussion which followed, it was suggested that special sections of the course could be designed specifically for older students. In addition, the campus might find it profitable to offer a modified non-credit version of the course as a free community service.

Dr. Robert E. Alexander, Associate Vice President for Two-Year Campuses and Continuing Education, reported that the Faculty Exchange Program had become so successful that, for the first time, it had been necessary to turn down applicants.

The Senate voted to accept the supplement to the Faculty Manual which had been prepared by the Rights and Responsibilities Committee. The supplement incorporated all manual-related decisions which had been approved by the Senate since the last edition of the manual was printed.

The Intra-University Services and Communications Committee raised the question of transferability of rank and tenure within the USC system. The incongruity of having the Two-Year Campuses Tenure and Promotion Committee be part of a process to award academic honors which are valid on only one campus was pointed out. The committee agreed to work with Dr. Duffy to resolve this matter.

Dr. Duffy presented a plaque to Samuel C. Greenly, honoring him for his service to the Senate during his term as Chairperson in 1971-72.

Appended to the Minutes is a letter from Dr. Duffy to Mr. T. Luther Gunter, University Registrar. In the letter Dr. Duffy clarifies the origin of the Two-Year Campuses Faculty Senate's jurisdiction over matters of curriculum at the campuses. The letter states:

The original precedent for "regional campus" autonomy in associate degree programs can be traced to the action of the Board of Trustees taken on September 21, 1967 establishing the existing system...Operating under this resolution Provost Patterson instituted the "Regional Campus" Senate (now the Two-Year Campuses [Faculty] Senate) which predated the Columbia Faculty Senate. Associate in Arts and Associate in Science Degrees were approved by that body for the non-Columbia campuses. Such degrees to this date do not exist in Columbia but are routinely awarded at other campuses. (2/12/82, p. 10)

The letter goes on to quote the 1979 Two-Year Campuses Faculty Manual (which had been approved by the Board of Trustees and accepted under the accreditation requirements of the Southern Association of Colleges and Schools) concerning the functions of the Senate:

Within the limits established by the Board of Trustees and the policies and rules of the University faculty, the faculty of the two-year campus[es] will have policy-making authority over standards of admission, registration, requirements for and the granting of degrees, the general curriculum, instruction, research, extra-curricular activities, discipline of students, the educational policies and standards of the campus, and all other matters pertaining to the conduct of faculty affairs. (2/12/82, p. 11)

The immediate application of these policies concerning the Two-Year Campuses Faculty Senate was to support the position that the nursing program at Lancaster was not automatically subject to curricular changes made to the nursing program in Columbia.

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The April meeting was held in Beaufort. Dr. Duffy congratulated the Senate on a successful year. He noted the benefits of the former year's planning retreat, observing that all of the items of concern identified at the retreat had been dealt with during the year.

"Final corrected copies" (4/16/82, p. 2) of the Faculty Manual supplement were distributed.

The Senate engaged in a lengthy debate about certain aspects of the tenure and promotion process. Concern was expressed about candidates whose tenure and/or promotion was recommended by the local committee, but not approved by the system committee. It was moved



that any changes of decision between the two committees be substantiated in writing to the candidate, the campus dean and the members of the local committee. This suggestion raised the concern that confidentiality would be violated. It was suggested that, if the local committee's decision were to prevail more or less automatically, the system committee would become merely a rubber stamp. In the end, no change to the Manual was approved by the Senate.

The Senate voted to include the Research and Productive Scholarship Committee among the Special Committees listed in the Faculty Manual.

The Senate elected the following officers for the 1982-83 academic year: Chairperson, William T. Cordray (Salkehatchie); Vice Chairperson, Jimmie E. Nunnery (Lancaster); Secretary, Sarah B. (Sally) Johns (Lifelong Learning); Executive Committee Members-at-Large, Rodney H. Sproatt, (Beaufort) and John Barrett (Sumter); and Immediate Past Chairperson, James T. Otten (Union).

The Senate convened in Columbia in September with Chairperson William T. Cordray presiding.

The Senate voted to revise the descriptions and duties of the Standing Committees as found in the Faculty Manual. The revisions are as follows:

The Rights and Responsibilities Committee has jurisdiction over problems relating to contact hours, office hours, affirmative action, faculty relations with the administration and with students, as well as other pertinent matters that may be assigned by the Executive Committee.

The Rights and Responsibilities Committee shall constitute the Grievance Committee for the Two-Year Campuses Faculty Senate.

The Welfare Committee [formerly the Financial Concerns Committee] considers the general faculty welfare; the financial concerns of the faculty, including salaries, fringe benefits, and additional support for teaching and research; as well as other pertinent matters that may be assigned by the Executive Committee.

The Intra-University Services and Communications Committee considers matters involving the relations of the campuses of the University system with one another, matters dealing with courses and curricula on those campuses, as well as other pertinent matters that may be assigned by the Executive Committee.

The Executive Committee is composed of the Chairperson, Vice Chairperson, Secretary, immediate past Chairperson, and an at-large member from each of the campuses not represented above. The Committee serves as a planning body for issues which confront both the Two-Year Campus System and the University.

The Committee may make recommendations for action to be taken by the Senate or by one of the other standing committees as appropriate.

Special committees or additional standing committees may be appointed by the Chairperson or by the Senate as the need for them arises. Each Two-Year Campus Faculty will be represented by at least one Senator on every standing committee. All committees will report to the Senate. (9/24/82, p. 1-3)

Deans of the campuses were invited to offer highlights of recent events on their campuses. Dean Darwin B. Bashaw of Beaufort mentioned the recent arts festival, the acquisition of new computing equipment and the activities of the marine science program. He indicated his concern that the Two-Year Campuses might be shut down or merged and asked the Senators to contact the

members of the Commission on Higher Education to oppose such moves. The other deans, John R. Arnold of Lancaster, J. C. Anderson, Jr. of Sumter, William J. Whitener of Union, and Carl A. Clayton of Salkehatchie concurred with Dean Bashaw's remarks and called for unity in dealing with the problem.

Dean John J. Powers of Lifelong Learning explained that he felt his faculty had an "identity" problem. For clarification he stated that the Lifelong Learning Faculty included faculty members from USC-Ft. Jackson, the Library Processing Center, Continuing Education, Short Courses, the Adult Learning Center and the Evening Division.

The guest speaker, Senior Vice President for Academic Affairs and Provost, Francis T. Borkowski "appealed to the Senate to maintain the morale, commitment, and momentum that President Holderman has generated at USC." (9/23/82, p. 4)

President James B. Holderman addressed the Senate on the recent budget cutbacks. He expressed the opinion that the Commission on Higher Education would give each institution the flexibility to allocate the limited funds as they saw fit. Citing the conviction that "external conflict brings internal cohesion," (9/24/82, p. 5) the President expressed his belief that "USC - its people, its graduates, its faculty and staff - will provide the creative leadership to bring the state out of its current economic difficulties." (Ibid.)

The Standing Committees reported on the charges for the year which were made to them by the Executive Committee.

The Rights and Responsibilities Committee indicated that revisions to the Faculty Manual, including incorporation of the previous year's supplement, would be completed by May 1, 1983. This schedule should allow time for approval by the Legal Department, Dr. Duffy's office and the Board of Trustees so that the new Manual could be distributed in the fall of 1983.

The Welfare Committee chairperson reported that the committee would collect and distribute information concerning levels of faculty compensation in the USC system as well as in other state systems such as those in Ohio and Pennsylvania.

The Intra-University Services and Communications Committee indicated that it would attempt "to formulate a policy delineating a systematic approach to the development and coordination of courses and curriculum and to define a mechanism for introducing new courses unique to the two-year system." (9/24/82, p. 13) The committee also planned to publish a faculty resources manual "to acquaint new faculty about such areas as library and research materials, computer programs and facilities, continuing education information, faculty exchange and other related options, [and] audio visual materials..." (Ibid.) In addition the committee planned "the development of a public relations campaign to delineate and stress the unique character of the Two-Year System and its value to citizens of South Carolina so [as] to enhance the survival and development of the Two-Year System." (9/24/82, p. 7)

The Executive Committee reported that it would be studying Special Committee representation and the University's Reduction in Force Policy.

Dr. John J. Duffy, System Vice President for Two-Year Campuses and Continuing Education, indicated that the term "Two-Year Campuses" was being looked at by the System Review Panel to see if another term might be found which would more accurately reflect the expanded work done on the campuses.

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The November meeting was held at the Salkehatchie campus in Allendale.

The Rights and Responsibilities Committee announced that progress was being made toward completion of the Faculty Manual. The committee also reported that it was studying the Senate's role in delineating a mechanism for student grievance procedures.

The Welfare Committee reported that it was working on a Study of Comparative Salaries to be submitted to the Senate in the spring.

The Intra-University Services and Communications Committee urged the Senators to take a more active role in local campus publicity by informing campus information officers of newsworthy events. The committee submitted a motion in regard to recent proposals from the Commission on Higher Education that would merge all or part of the Two-Year Campuses into the state's Technical Education System. After some discussion and amending of the original motion the Senate voted to "forward to the appropriate University officers the following statement: It is the conclusion of this body that the proposals under consideration by the Commission on Higher Education would have a detrimental impact on the academic integrity of not only university-level but all post-secondary education in South Carolina." (11/18/82, pp. 2-3)

The Senate elected three of its members to serve on the Provost's ad hoc Curriculum Review Committee. This representation comprises 10% of the committee members, paralleling the Two-Year Campuses enrollment of 10% of the University's student body. Elected were Edsel Caine (science, Beaufort); Douglas Darran (business administration, Sumter; and Donald L. Curlovic (mathematics, Sumter).

Dr. Robert E. Alexander, Associate Vice President for Two-Year Campuses and Continuing Education, "emphasized the importance of a unified system approach recognizing strengths, one of which is the political value to USC- Columbia of having two-year campuses located throughout the state. Calling for a unified commitment to the System, he stressed the importance of each campus's becoming a visible entity locally." (11/18/82, p. 6) The Minutes continue, "A general discussion followed, which was characterized by reasonableness, cooperation, unity, and support of the University System." (Ibid.) The Senate then voted to give the Executive Committee authority to respond in writing to the Commission on Higher Education if necessary.

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At the February meeting which was held in Sumter the guest speakers were Carol Bonnette, Supervisor of Processing and Benefits for the USC System and Vincent Halter, Assistant Dean for Student Services at USC-Sumter. Ms. Bonnette distributed information about Blue Cross/Blue Shield benefits and outlined its services. Mr. Halter gave a presentation about USC-Sumter's admissions counseling program which had been used very successfully with mature students on that campus.

Dr. Duffy expressed concern over the Legislative response to the University's decision to discontinue the undergraduate degree in education. He cautioned that the University should guard against attempts from outsiders to usurp the University's role in determining academic matters such as curriculum.

The Executive Committee reported that the proposal to merge USC-Sumter with Sumter

Tech had been defeated. The committee acknowledged the support recently provided by University administration to the Two-Year Campuses in recognizing them as an integral part of the University system.

The Senate's representative to the Academic Forward Planning Committee reported on the Foreign Language Competency Proposal which was being considered for the Four-Year campuses and Columbia. While the students at the Two-Year Campuses would not be subject to the foreign language exam until they transferred to a four-year campus, it was felt by the Two-Year Campuses' faculty that "their students would be disadvantaged by this change." (2/11/83, p. 5) The committee had also discussed transfer of credit from the technical schools to USC-Columbia.

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At the April meeting in Beaufort Dr. Duffy announced that the University's shortfall in funding would probably be about \$5 million rather than the \$10 million previously projected. He characterized this as "the best economic news the University has had in a long time." (4/8/83, p. 1)

Dr. Alexander, in bidding farewell to the Senate before assuming his duties as Chancellor at the USC-Aiken campus, praised the Two-Year Campuses as "not only the political, but also the educational backbone of the University." (Ibid.) He stated that he had particularly enjoyed working with Dr. Duffy, the deans, and the faculty and that he looked forward to continued pleasant relationships with members of the Two-Year Campuses System.

Dr. Bruce Marshall, chairman of the Academic Planning Committee, expressed the committee's pleasure at having had the opportunity to meet with the Senate's Executive Committee and to develop increased understanding of the Two-Year Campuses System.

The Intra-University Services and Communications Committee announced that the draft of the System Resource Manual was available for review.

After some discussion the Senate voted to accept the revised Faculty Manual including the By-Laws and Standing Rules as submitted by the Rights and Responsibilities Committee and amended by the Senate acting as a committee of the whole.

Plaques were presented to Dr. Alexander for his outstanding contributions and service to the Two-Year Campuses System; to Dean Darwin B. Bashaw, retiring dean of USC-Beaufort for his contributions to the University from 1965-1983; and to retiring Chairperson, William Cordray for his distinguished service to the Senate.

The Senate selected the following officers to serve during the 1983-84 academic year: Chairperson, Jimmie E. Nunnery (Lancaster); Vice Chairperson, Sarah B. (Sally) Johns (Lifelong Learning); Secretary, Rodney H. Sproatt (Beaufort); Executive Committee Members-At-Large, Tandy R. Willis (Union) and Thomas L. Powers (Sumter); and Immediate Past Chairperson, William T. Cordray (Salkehatchie).

The Senate met in September in Columbia with Chairperson Jimmie E. Nunnery presiding. The Senate was addressed by both the President, Dr. James B. Holderman and the System Vice President for Academic Affairs and Provost, Dr. Francis T. Borkowski.

President Holderman had words of praise for the Two-Year Campuses and emphasized their importance to the future of the University. He stated that he believed an improved relationship with the Commission on Higher Education had developed and that "attacks on the Two-Year System are a thing of the past." (9/23/83, p. 2) Stating that he perceived of the University as a unit and not as a three-tiered system, Dr. Holderman projected an expanded role for the Two-Year Campuses. He praised the efforts of the Union, Salkehatchie and Beaufort campuses to provide educational opportunities to nearby communities previously unserved, and he announced that the Columbia Faculty Senate had approved graduate faculty status for faculty at the Two-Year Campuses who were taking part in an expanded Graduate Regional Studies effort. He also pointed out that "with an increased emphasis on graduate education on the Columbia Campus, more of the burden for undergraduate education will be shifted to the Two-Year Campus System." Dr. Holderman expressed optimism that the formula would be funded fully for the current year and that a \$16.3 million request for funding for computerization would also be forthcoming. In conclusion, "Dr. Holderman congratulated the Senate on its work and praised faculty members of [the] Two-Year Campuses for their intense involvement with the primary mission of the University, that of teaching and working directly with students." (Ibid.)

Dr. Borkowski spoke about the need for the University to enhance and publicize its research projects. He said that concerted efforts will be made to build the graduate education and research components by publicizing present efforts, by investigating new areas for research, and by coordinating activities among faculty from throughout the nine-campus system.

Dr. John J. Duffy, System Vice President for Two-Year Campuses and Continuing Education, informed the Senate that an electronic mail system had been developed to facilitate the handling of interlibrary loan requests both to and from the campuses of the system. The electronic mail system was developed by Computer Services Division in conjunction with the campus librarians and the Library Processing Center, which will be the interlibrary loan service unit for the Two-Year Campuses. Dr. Duffy echoed the President's statements about the duty of the USC System to "meet the higher education needs of the people of the state" (9/23/83, p. 4) and commended the Two-Year Campuses for their expanded efforts in the areas of both undergraduate and graduate education. He stated that efforts were being made to simplify the enrollment process for the Bachelor of Arts in Interdisciplinary Studies (BAIS) and to facilitate the expansion of that program at the Two-Year Campuses.

Dr. Duffy introduced the new Associate Vice-President for Two-Year Campuses and Continuing Education, John N. Gardner. Associate Vice President Gardner urged the Senators to take advantage of upcoming conferences on grants and research opportunities and on enhancing the freshman year experience. He also announced that he and Dr. Duffy would be bringing Columbia Campus leaders to visit the Two-Year Campuses in order to apprise them of the unique roles and contributions these campuses make to the USC System.

The Rights and Responsibilities Committee, "stating that there is no established procedure for the selection of Deans and Associate Deans on the Two-Year Campuses," (9/23/83, p. 5) offered a motion to create a procedure for this purpose. The procedure would involve the selection of a search committee sanctioned by the local Faculty Organization whose members would include

faculty, students, administrators and members of the local Commission on Higher Education. This committee would conduct the search, identify a single candidate, and offer that name to the Faculty Organization. If approved, the candidate would then be recommended to the System Vice President for Two-Year Campuses and Continuing Education. If the candidate were not approved, the Search Committee would convene to consider additional candidates.

Both the Associate Vice President and the System Vice President responded to this motion. Professor Gardner pointed out that in the new Faculty Manual the selection of deans was not among the duties listed for faculty. Dr. Duffy added that the precedent in the matter, which had been set in 1977 and had been standard procedure since then, was for the System Vice President to appoint a search committee comprised of two faculty members, two students, two members of the local Commission on Higher Education and one representative from his office. The rationale for this composition of the committee was that the dean of a Two-Year Campus had to work with a broad-based constituency (i.e., the local commission, community leaders, traditional and non-traditional students, etc.) unlike the dean of an academic department on a larger campus. Dr. Duffy also pointed out that the scenario suggested by the Rights and Responsibilities Committees would endanger confidentiality upon which some candidates insist and would interfere with the negotiating process. He further explained that the President required the submission of the names of three unranked candidates for his consideration and that "Dean selection was his (i.e., Dr. Duffy's) responsibility and he would not vacate that responsibility." (9/23/83, p. 7)

When asked about the current process to select associate deans, Dr. Duffy replied that associate deans are selected locally in a process which may or may not involve an outside search. When an amendment was offered to require that the associate dean search process involve a committee of full-time faculty members selected by full-time faculty members who would recommend a single candidate, Dean John R. Arnold of Lancaster expressed strong opposition saying, "I find this an abomination and I deplore it. I try to manage the campus in a collegial fashion, but Deans must take leadership and I want to determine the people I will be working with." (9/23/83, p. 8) He went on to point out that the suggested process would blur accountability and could create havoc because of lack of harmony between dean and associate dean. In conclusion he stated that a certain amount of trust was essential between deans and faculty and that if the campus's administration was not performing well, the faculty should complain to higher administration. "The motion concerning selection of Deans and Associate Deans was defeated by a voice vote." (9/23/83, p. 9)

The Welfare Committee reported that when the data about Two-Year Campuses faculty salaries is released, it will be used to compare those salaries with salaries at comparable institutions in Georgia, Tennessee and North Carolina as well as with salaries at the USC-Columbia Campus. The committee had also discussed the transferability of rank and tenure. Dr. Duffy stated that, while there was no written policy on this matter, "the University administration does all it can to help out." (9/23/83, p. 10) and that deans at the campuses and in Columbia had been very helpful in placing faculty displaced because of programs which had been eliminated.

In response to suggestions that the name "Two-Year Campuses" be changed, the Intra-University Services and Communications Committee offered a motion that the campuses be collectively known as the Carolina Colleges and that individual campuses be referred to as, for example, the University of South Carolina Sumter College. Discussion arose concerning how this proposal would affect the University's Four-Year Campuses. It was decided that the matter was substantive and could therefore not be concluded in a single meeting. In addition it was suggested that Dr. Duffy constitute a committee to include representatives from the Senate and from the Four-Year Campuses to discuss the matter and offer further suggestions. The committee's motion

to recommend naming the campuses Carolina Colleges was defeated.

The Rights and Responsibilities Committee reported that the revised Faculty Manual, which had been approved by the Senate in April, had been submitted to the office of the System Vice President for Two-Year Campuses and Continuing Education for review. This office assigned review duties to the campus deans and also to an ad hoc committee consisting of office staff members and members of the Senate's Executive Committee. Dr. Duffy considered the input from these two groups and made appropriate changes to the manual, portions of which had been distributed to the Senate earlier in the day. He stated that all faculty members would have opportunity for input before the final version was sent to the Board of Trustees.

The Senate's representative to the University Faculty Welfare Committee reported that the committee was continuing to press for reduced or free tuition for faculty members and their families. It was pointed out that encouraging faculty to take or audit courses, even those tangentially related to their major discipline could greatly enrich their skills as teachers at little cost to the University. In addition, it was suggested that waiving tuition for faculty members' children would retain these normally excellent students at the University who might otherwise be lost to other institutions.

A summary of the discussions of the Executive Committee's retreat was appended to the Minutes.

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The Senate met in November at the Union campus. Dr. Duffy reported that the visits by Columbia Campus staff to the satellite campuses had been very successful. The visits served to support the view of President Holderman that "You are as important as Columbia. You are the University." (11/18/83, p. 1)

Professor Gardner echoed Dr. Duffy's statements concerning the campus visits and concluded, "I believe they will have a measurable impact on the way decisions are made about our campuses." (Ibid.) He also mentioned the Faculty Staff Dependent Scholarship Program. This program offers renewable scholarships to children and spouses of University faculty provided the applicant has a predicted GPR of 3.0 when entering the University and maintains that average each year.

Professor Gardner spoke about recruitment efforts at the campuses. He commended USC-Sumter for a communications program directed at high school students in the campus's service area. The program provides information about the variety of higher education opportunities available at USC- Sumter. He also urged all of the campuses to pursue funds which have been made available through the Commission on Higher Education for the purpose of recruiting and retaining minority students. He mentioned that student services personnel from all the campuses had been meeting to exchange ideas about working with students outside the classroom, in an effort to help solve both academic and non-academic problems. He added that a report will be prepared by Dr. Duffy's office explaining the role of the Graduate Regional Studies program in University-wide service.

Professor Gardner also mentioned the Provisional Year Program which is being proposed by the College of Applied and Professional Sciences for the Columbia campus. This program would admit as many as 250 freshmen with predicted GPR averages of between 1.8 and 2.0 on a trial basis for their first 30 hours of course work. While the program would encourage matriculation of



minority students, it met opposition from some Columbia faculty because of the lowering of admission standards. Professor Gardner suggested that, if this program is rejected, it is possible that the Two-Year Campuses admissions standards might also be called into question.

Professor Gardner invited Professor Richard Mims, Director of the Bachelor of Arts in Interdisciplinary Studies (BAIS) program, to tell the Senate about the possibilities the program offers the Two-Year Campuses.

The Welfare Committee announced that the salary study was proceeding. Information concerning USC faculty salaries by rank, sex, discipline, etc. as well as information about public school salaries in counties where USC campuses are located had been obtained.

The Intra-University Services and Communications Committee moved that the term "Two-Year Campuses" be eliminated and that another collective term be chosen by the administration and suggested to the Board of Trustees. Names the committee put forth included: Carolina Campuses, Regional Campuses, Carolina Colleges, University Campuses (e. g., University of South Carolina at Beaufort) or System Campuses. The Senate voted to convey these ideas to the University administration. The individual campus names (e. g., USC-Beaufort) would not be changed. (Although no name had actually been chosen at this point, the Minutes for this meeting have the heading " University Campuses Faculty Senate Meeting.")

The Senate's representative to the Academic Forward Planning Committee spoke about Carolina Plan III which is the third in Dr. Holderman's series of strategic planning documents. The representative stated that he had voiced objections to the plan because it primarily supports graduate education and research rather than undergraduate education. Dr. Duffy offered the explanation that Carolina Plan III does not supersede the first two plans which do in fact support both undergraduate and continuing education. Nevertheless, the Senate was sufficiently concerned about expressing its support for undergraduate education at the University that it voted to uphold its representative's position in opposition to Carolina Plan III. The complete text of the representative's statement is appended to the Minutes.

It was announced that the Faculty Manual, minus the section on Facilities and Services, which will be incorporated into the Resource Manual, was "almost ready" (11/18/83, p. 12) to go to the Board of Trustees.

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At the February meeting in Lancaster, Dr. Duffy stressed the connection between full formula funding and enrollment. He told the Senate the campuses would need to work to increase enrollment in a number of ways including appealing to mature students who are often especially interested in evening and week-end programs. He mentioned that the state Legislature was opposed to a proliferation of off-campus programs in undergraduate education "without approval from the Board and the legislative delegation from the area in question." (2/17/84, p. 1) Dr. Duffy reported that his office was attempting to promote a system approach through improved library service, departmental meetings and increased support for faculty research.

Professor Gardner told the Senate that the search for a new dean at the Union campus would be conducted according to the same procedures used in Beaufort except that he himself would chair the committee rather than the chairman of the campus faculty organization. He urged

the Senators to promote the use of the Instructional Services Center which provides its services at no cost to the campuses. Professor Gardner reported the following Faculty Exchange awards: Beaufort, 3; Salkehatchie, 1; Lancaster, 2; Sumter, 5.

The Rights and Responsibilities Committee reported that a newly-worded statement by the System Affirmative Action Officer will be incorporated into the Faculty Manual.

The Senate voted to accept the recommendation of the Rights and Responsibilities Committee that a standard Tenure and Promotion Form be used at all campuses. Universal acceptance of the form will "promote consistency of format and organize material according to criteria in the Manual." (2/17/84, p. 5) The form provides spaces for the candidate to include personal data such as education, work experience, teaching responsibilities and a personal statement.

The Intra-University Services and Communications Committee thanked the Senate for its cooperative efforts at securing a name change for the system and reported the name "University Campuses" had been chosen. The committee engaged in a discussion about new ways in which the roles of the campuses could be interpreted in their respective local communities and within the System in the light of the new name.

The Senate's representative to the Academic Forward Planning Committee reported that the committee had discussed the possibility of developing a core curriculum for the entire system and had endorsed the teaching of graduate courses at all University campuses.

The Faculty Manual revision committee reported that the new manual had been distributed and that, as the text is now on tape, it can be changed with ease.

Dr. Duffy announced that the Beaufort, Salkehatchie and Union campuses had each received a grant of \$5000 from the Commission on Higher Education's desegregation plan fund. He also pointed out that the Higher Education Act would have implications for the University Campuses in the areas of financial aid and continuing education.

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The first order of Senate business at the April meeting held in Beaufort was to honor the memory of Margaret K. Foster, Associate Professor of Foreign Languages at USC- Lancaster. Professor Foster, who had been chair of the Senate's Welfare Committee, was honored for her contributions to her campus and to the entire University.

Associate Vice President Gardner provided information concerning the Senate's faculty salary study and the prospects for salary increases. The study revealed that there were faculty salary inequities at the University Campuses in terms of workload, experience and education when compared to other University faculty. He explained that faculty salaries are determined by a formula developed by the Commission on Higher Education which utilizes salary information from peer institutions. If the institutions chosen as peers of the University Campuses have a low salary schedule, as is the case at present, then salaries at the University Campuses remain lower. The Commission is working to identify other institutions which might be more accurately compared to the University Campuses. Other factors affecting final salary amounts include the percentage of the formula which is actually funded, the percentage of the salary package which is actually funded, actions taken in the state Legislature, the year's revenue forecast, and FTE enrollments at the campuses. Chairperson Nunnery thanked Professor Gardner for his efforts in obtaining the

information requested by the Senate saying, " as you have seen, not only by his words, but by his deeds, he is not only working with us, but for us." (4/13/84, p. 3)

The Welfare Committee presented a summation of the salary data which had been obtained and then proposed several recommendations. The Committee had attempted to compare salaries across the University Campuses system, by gender, with other state agencies and other campuses of the University, as well as with other institutions of higher education and the public schools in South Carolina. The committee urged the University administration to set as immediate goals 1) to supplement faculty salaries determined to be inequitable, 2) to clarify the criteria for merit raises and 3) to increase promotional raises. Citing the American Association of University Professors annual salary report which stated that USC's University Campuses' faculty salaries were below the 40th percentile, the committee recommended setting specific salary amounts for faculty at each rank. It was suggested that special attention be given to salary inequities of twelve-month employees such as librarians. The Senate voted to support the committee in its recommendations and endorsed its continued studies. The committee extended its appreciation to Dr. Milton Baker in the office of the System Vice President, to the campus deans for their assistance in gathering the data needed for the study, and to the administration of the University for helping to maintain salary levels in stringent economic times. (A lengthy appendix of salary comparison tables is provided with the Minutes.)

The Intra-University Services and Communications Committee announced that the Resource Manual was complete and had been delivered to the campuses.

Plaques of appreciation and recognition were presented to the outgoing Chairperson of the Senate as well as to Deans John J. Powers of Lifelong Learning and William J. Whitener of USC-Union, both of whom were leaving their positions at the end of the academic year.

Senate officers for 1984-85 were elected as follows: Chairperson, Sarah B. (Sally) Johns (Lifelong Learning); Vice Chairperson, Rodney H. Sproatt (Beaufort); Secretary, Thomas L. Powers (Sumter); Executive Committee Members-At-Large, Tandy R. Willis (Union) and Sherre H. Dryden (Salkehatchie); and Immediate Past Chairperson, Jimmie E. Nunnery (Lancaster).

At the September meeting of the University Campuses Faculty Senate in Columbia, the campus deans were invited to speak about activities on their respective campuses. Both USC-Beaufort and USC-Lancaster announced twenty-fifth anniversary celebrations and all the campuses except USC- Sumter reported increased enrollments.

President of the University, Dr. James B. Holderman addressed the Senate concerning the Lightsey Commission which had been constituted to look at undergraduate instruction at all campuses in the USC System. He explained that members of the Commission had been selected from each sector of the University (i.e., University Campuses, Four-Year Campuses and USC-Columbia) with the chair, Dean Harry Lightsey, coming from the Law School. The Commission's charge was to define the nature of an undergraduate liberal arts education of quality and to identify an appropriate mission for each sector of the University as it pursues that type of education for its students. Areas to be investigated include a core curriculum, general education requirements, the desirability of offering duplicative programs at several campuses, etc. The Commission will visit the campuses and confer with representatives from all USC Senates. Its final recommendations will be forwarded to the President who will present his conclusions to the Board of Trustees as a part of Carolina Plan III. President Holderman characterized this plan as "an extraordinarily important document because...it will lay out the future for the University for the next five [or] ten years" (9/28/84, p. 6)

President Holderman expressed appreciation to the Chairperson of the Senate, Sally Johns for her letter thanking him on behalf of the University Campuses faculty for his support of faculty salary increases. He also praised the University Campuses deans, as well as the System Vice President and Associate Vice President for University Campuses and Continuing Education for their dedication to the University System. He urged the senators to support the University's endowment fund, which is called the Summit Fund, and to encourage their faculty colleagues to do likewise.

The System Vice President for University Campuses and Continuing Education, Dr. John J. Duffy commented on a recent study by the Commission on Higher Education concerning relations between USC-Sumter and Sumter Tech and between USC- Beaufort and Beaufort Tech. He assured the Senate that the Commission's intent was not to merge the respective institutions, but to foster closer working relationships between them. Dr. Duffy commended the Assembly of Librarians of the University and Four-Year Campus Libraries which had sponsored a demonstration of an online library catalog system for University administrators from all the campuses. He expressed the expectation that the University would move toward an online system to link all campus libraries in the not-too-distant future.

Dr. Duffy commented on the Lightsey Commission study by urging that the University Campuses concentrate their efforts on recruiting quality students and retaining them through programs of excellence. He stressed that, while the University Campuses offer such upper level courses as are needed in each community, students who leave the University Campuses to continue their education at other institutions should be looked upon as evidence of educational success, not retention failure.

Dr. Duffy mentioned a concern that members of the local tenure and promotion committees were also serving on the System Tenure and Promotion Committee, thus subjecting some candidates to "double jeopardy." He suggested that the Executive Committee look at the section of the Faculty Manual on tenure and promotion to see if it might need to be altered or clarified.

Dr. Duffy echoed President Holderman's remarks about the Summit Fund, stating that outside donors often asked University administration about giving patterns of faculty and staff. He reminded the senators that donations could be earmarked for a particular campus or other area of need. He particularly recommended the online library catalog project as a new area in need of funding.

Associate Vice President for University Campuses and Continuing Education, John N. Gardner spoke to the Senate about a study being undertaken to determine the variables which seem to predict academic success or failure for students enrolling at the University Campuses. He also reported on opportunities for faculty development. Specifically, he announced a series of workshops to be presented at the campuses by the Office of Sponsored Programs and Research. The workshops will present information about resources available for research in the areas of instruction, recruitment, retention, advisement, computer assisted instruction, developmental instruction and other innovative teaching methods. Professor Gardner also commended the Carolina Venture Fund to the Senate. This fund supports efforts to develop new technology and new research procedures. He mentioned that the Faculty Exchange Program continued to be available, but had grown quite competitive in recent years.

Professor Gardner suggested that the campuses might want to continue to encourage visits from Columbia administrators and faculty members as a way of increasing visibility and understanding of the needs and contributions of the campuses to the system. He also urged senators to consider taking the University 101 Faculty Training Workshop or the Advanced Training 101 Workshop in order to develop a better understanding of problems which entering freshmen face. In addition, he offered the services of his office in assisting faculty members who wished to improve their understanding of academic advising.

The Rights and Responsibilities Committee reported that it too had been concerned with advising capabilities and techniques of faculty. The committee will survey practices at the campuses and make recommendations about ways faculty advisors can accomplish their duties more effectively.

The Welfare Committee reported that its study of faculty salaries would continue, with pursuit of increased promotional raises and support for merit raises being areas of special concern. The committee will also look at workloads, overloads and contact hours, all of which vary from campus to campus. In addition it will compare faculty governance at the several campuses and will investigate faculty benefits and privileges.

The Intra-University Services and Communications Committee announced several areas of study for the year including the following: evaluations of faculty by administrators and of administrators by faculty, system-wide coordination of curricular and academic regulations, system-wide faculty development, updating the Faculty Resource Manual and support for the proposed online library catalog.

The Executive Committee announced that the chairpersons of the Standing Committees will be invited to the Executive Committee planning sessions which are held prior to each Senate meeting.

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The November Senate meeting was held in Sumter. In the absence of the System Vice President for University Campuses and Continuing Education, Chairperson Sally Johns invited

Associate Vice President John N. Gardner to address the Senate.

Professor Gardner reported that the Budget and Control Board had recommended that the University receive 98% of full formula funding for fiscal year 1985-86 and that all state employees receive 8% salary increases, deferred until January 1986. He reminded the group that the formula is enrollment-driven, thereby heightening the imperatives of recruitment and retention. He announced that the Provost had decided to constitute a System Online Catalog Committee in response to the activities of the Assembly of Librarians. "This is really the wave of the future," he stated. "This is a tremendous step forward." (11/30/84, p. 3) Professor Gardner reported that the Lightsey Commission was surveying all deans, chancellors, department heads and unit heads in the University System to determine institutional group or unit plans for the next five to ten years. A subcommittee will visit each campus and provide a forum for input from all constituent groups. Another subcommittee is looking at curricular relationships between the campuses. Professor Gardner expressed the opinion that the commission's work had served to foster dialogue between faculty from the various campuses and had increased awareness on the Columbia campus about the benefits the system campuses might provide to USC- Columbia.

In response to a question from a Senator, Professor Gardner explained the process by which recommendations passed by the Senate are handled. The Senate acts in an advisory capacity to the System Vice President, who considers Senate recommendations carefully and forwards to the President topics he considers to have merit. The President considers these also and may or may not recommend them to the Board of Trustees who, in turn, may decide to accept or reject them. Professor Gardner cited examples of items which had gone this route including the Faculty Manual, salary recommendations, and the campuses name change from Two-Year Campuses to University Campuses.

The Intra-University Services and Communications Committee reported plans to study student evaluations of faculty as they are conducted on each campus. A variety of forms are used, some quite objective and others quite subjective. Areas of concern include: 1) confidentiality, 2) diverse uses of the surveys (e.g., advisory to the professor for course improvement or determinants of pay raises or promotions), 3) time in semester when the evaluations are given, and 4) clarity of forms to insure that accurate responses are received. The committee will also study academic articulation (e.g. course transferability, academic regulations) within the entire USC system. The committee introduced a motion thanking Mary Ann Camp for her nine years as director of the Library Processing Center and for her leadership in assisting campus libraries. The Senate endorsed the recommendation unanimously.

The Senate's representative to the Academic Forward Planning Committee reported that the committee had discussed a core curriculum for all campuses which would provide students with a liberal arts and sciences educational experience of quality. The proposed core would require students to complete courses in English, math, history and science before entering a particular college. In addition, students would have to satisfy a foreign language requirement in order to graduate. The representative suggested that this core would pose no problems for the University Campuses and that recruitment of students and their movement among campuses would probably be enhanced.

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In February the Senate met at the Walterboro campus of USC-Salkehatchie. In welcoming the Senate to the campus, Dean Carl A. Clayton noted that this was the first Senate meeting to be held at one of the "twigs" (a term used to refer to off-campus programs administered by one of the University Campuses.)

A highlight of the day was a demonstration of the proposed online library catalog system by members of the Assembly of Librarians of the University and Four-Year Campuses.

System Vice President Duffy commended the campuses on their faithful support of the Summit Fund drive saying that the success of the drive "has significantly raised our expectations...of what is possible." (2/15/85, p. 3)

Associate Vice President Gardner enlightened the Senate about the process by which University Campuses faculty are approved to teach courses above the introductory level. Faculty credentials are evaluated by the System Vice President for University Campuses and Continuing Education and approval is given or denied by that office. As a courtesy, the appropriate departments of the degree-granting colleges are invited to review the credentials. The procedure applies to both full- and part-time faculty.

The Welfare Committee presented an extensive statistical report based on information about faculty salaries at the University Campuses and at peer institutions. The report, which documents salary amounts in relation to year of employment at USC, academic rank, academic degree, length of USC service, teaching experience in higher education, and academic category, is appended to the Minutes. The committee's written report also contains information about the dollar amounts awarded for promotional raises and the bases upon which merit raises were awarded at the different campuses.

The Intra-University Services and Communications Committee reported that it had studied a proposal entitled "The Freshman Year" which had been drafted by the University's Academic Planning Committee and which advocates the establishment of a common freshman year curriculum at all USC campuses. The impetus for the report was a growing concern among faculty for the diluted and unfocused nature of many degree programs. The report states that:

Some of our graduates have pursued extremely specialized programs of study and are professionally trained but not broadly educated; some of our graduates have pursued highly fragmented programs of study and have sampled many fields but have mastered the basics of none. Those upon whom we confer the baccalaureate degree, we must sadly admit, are all too frequently lacking in the knowledge, the understanding, the reasoning powers, and the skills that the degree should imply. (2/15/85. p. 53)

The IUSC committee discussed the proposed Freshman Year Curriculum and concluded that, while agreeing with the sentiment of creating a fundamental core, it had reservations about implementing a freshman core which would be likely to create difficulties for branch, part-time and

other non-traditional students. The committee announced that the associate degree requirements proposals from USC-Beaufort and USC-Lancaster would be attached to the February Minutes so that senators could be prepared to discuss the merits of the proposals at the April Senate meeting.

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At the April meeting which was held in Beaufort, Dr. Duffy told the Senate that his office was working with the College of Education to facilitate the offering of additional education courses at the University Campuses. He announced that scholarships of \$1000 would be available for the next academic year for minority students who had completed an associate degree with a 2.5 GPR and who wished to continue their studies at USC-Columbia, USC-Spartanburg or the College of Charleston. He urged the Senators to identify students on their campuses who would qualify for these awards.

In his report to the Senate, Professor Gardner quoted a report from the Columbia Select Committee on "Library Provisioning for Graduate Excellence." The report commended the non-Columbia campuses for their willingness to support the library needs of graduate students taking courses at the system campuses. Professor Gardner announced that Dr. Duffy's office was administering a "Quality of Life Assessment Survey" at all University Campuses.

The Rights and Responsibilities Committee presented a motion recommending that persons elected to serve on the system Tenure and Promotion Committee not also serve on the campus committee. A lengthy discussion ensued on this and other aspects of the tenure and promotion process. Because the items were considered substantive, and would therefore need to be discussed at more than one meeting before a decision was made, the Senate did not vote on the committee's motion.

The Welfare Committee submitted its salary report for the current academic year. It also presented a set of questions for administrators at each campus to answer concerning pay raise decisions for the following year. The questions concerned 1) allocation of state-mandated raises to faculty receiving an evaluation of "Satisfactory"; 2) allocation of merit pay 3) allocation of "bottom-end" adjustments and 4) awarding of promotional increases without regard to Items 1-3. The Senate voted to support the implementation of six recommendations from the committee. These included: 1) that salary data be made available to the Welfare Committee by the second meeting of the Senate each year, and that a database be created concerning faculty salary data to promote the uniformity of information gathered and the validity of resulting decisions 2) that the average salary at each faculty rank be modeled after the "Category 3" AAUP data 3) that the Faculty Organization at each campus work with the campus administration to ensure that the procedure for merit evaluation is clearly understood by all 4) that University administration pursue actions to insure specific and uniform promotional raises 5) that University administration study the faculty salary structure to determine gender differences, if any do exist and 6) that low-end salary adjustments be made without regard to raises set by the State Legislature and that new faculty by and large not be paid more than returning faculty with similar credentials.

The Senate voted to approve the proposed requirements for associate degrees at USC-Beaufort and USC-Lancaster as presented by the Intra-University Services and Communications Committee. The Senate also voted to commend the Academic Planning Committee for its work toward the establishment of a standard curriculum for the freshman year and to ask that committee to consider four areas of concern, namely: 1) effect on the sophomore year and on the distinction between upper and lower division studies 2) status of foreign language requirements 3) problems the twelve-month limitation would create for part-time students and 4)



need to reorganize the curriculum to reduce competition among service courses without adversely affecting either curriculum diversity or academic requirements.

At the recommendation of the Executive Committee, the Senate voted to encourage administrators at all levels "to recognize the importance of faculty contributions to University System activities and to allocate resources, priorities and rewards accordingly." (4/19/85, p. 15)

The Senate chose as its leaders for the 1985-86 academic year the following: Chair, Rodney H. Sproatt (USC-Beaufort); Vice Chair, Thomas L. Powers (USC-Sumter); Secretary, Tandy R. Willis (USC-Union); Immediate Past Chair, Sarah B. (Sally) Johns (Lifelong Learning); and Executive Committee Members-At-Large, Sherre H. Dryden (UCS-Salkehatchie) and L. Wade Chittam, (USC-Lancaster).

Chairperson Rodney H. Sproatt presided over the first Senate meeting of the year which was held in Columbia in September. He introduced the new director of the Library Processing Center, Linda K. Allman.

Campus deans reported increased enrollments at most campuses as well as higher SAT scores for entering freshmen. The deans at USC-Beaufort and USC-Salkehatchie emphasized the growing strength of the "twig" programs at Hilton Head and Walterboro and the dean from USC-Union announced plans to open a new "twig" at Laurens.

President James B. Holderman addressed the Senate concerning his 2001 Plan to improve undergraduate education, graduate education and research at the University. He indicated that each campus would have the opportunity to review the plan and offer suggestions about its various aspects. Emphasizing the importance of undergraduate education he noted that the mission of the University Campuses was "central to the core of undergraduate education" (9/20/85, p. 1) within the system. He told the Senate that the Columbia campus expected 7000 applicants for 2500 freshmen positions and was therefore becoming very selective in its enrollment policies. For this reason, "the other campuses will have a tremendous opportunity to serve a vast constituency which is there and which feeds into the entire University system." (Ibid.) He went on to say that he believed that the students who "come to the Columbia campus from the University campuses do better in their last two years than the ones who started on the Columbia campus" and that "undergraduate education remains the high priority for the University of South Carolina." (Ibid.) President Holderman concluded his remarks by expressing appreciation to the faculty and by voicing his pride in the work of the University Campuses.

Chairperson Sproatt introduced Professor Robert L. Rice from USC-Lancaster to describe the findings of his report entitled University Campuses Retention Study. Professor Rice explained that this study was similar to one he had done in 1980-81. The current study was confined to full-time students and employed 30-32 variables. Professor Rice concluded that a variety of factors influenced retention, that many of them were the same at all campuses, but that most were probably beyond the control of the campuses. He indicated that he hoped campus leaders would use his report as a point of departure to pursue follow-up studies of their own. Questions concerning Professor Rice's data and conclusions prompted the Senate to direct Professor Rice to re-work the section of his report dealing with normative conclusions in order to clarify the information and increase the report's usefulness.

Dr. John J. Duffy, System Vice President for University Campuses and Continuing Education, told the Senate that the University would be funded at 99% of the formula for the current year and probably at 100% the following year. In addition, University Campuses had been provided with funds in excess of the legislative appropriation. Dr. Duffy mentioned a study by the Commission on Higher Education concerning two-year institutions of higher education in the state. A legislative proviso would prevent the merger or closure of any campuses regardless of the results of the study. Dr. Duffy told the Senate that the President intended to visit each campus during the fall at which time he would meet with legislative delegations and community leaders.

The Rights and Responsibilities Committee reported on items concerning tenure and promotion. A motion prohibiting "anyone serving in an administrative capacity who evaluates the performance of a faculty member" (9/20/85, p. 10) from serving on local or system tenure and promotion committees was passed. A motion prohibiting any faculty member from serving on local

and systems tenure and promotion committees simultaneously was also passed. The committee announced that it was composing a motion to present at the next Senate meeting regarding "Procedures for Handling Actions of the University Campuses Faculty Senate."

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The Senate met in November at the Lancaster campus. Dr. Duffy reported on President Holderman's "2001 Plan." As a part of the plan, campus committees made up of faculty, staff and students were named. The plan will chart the progress of the University as it approaches its two hundredth birthday in the year 2001. One concept in the plan, the role of University Campuses as learning centers, "would involve the bulk offering of courses from Columbia and from Four-Year Campuses on our campuses to support the needs of adult students in the area." (11/22/85, p. 8)

Dr. Duffy mentioned trips to the University Campuses by personnel from USC-Columbia including President Holderman, who had visited USC-Salkehatchie, USC-Union and USC-Beaufort. Future campus visits by representatives of administrative and academic units were planned in order to "establish better lines of communication between Columbia and our Campuses." (Ibid.)

Associate Vice President for University Campuses and Continuing Education John N. Gardner announced that a meeting had been held to give the chairs of the local University Campuses Tenure and Promotion Committees the opportunity to meet with a representative of the University System Legal Office. The meeting served to clarify for the campus representatives the validity of current policies and procedures as they relate to due process considerations.

Guest speaker, Harriette Wunder of the Development Office talked to the group about the Summit Fund. Ms. Wunder explained that the Summit Fund was designed to provide development dollars not "bricks and mortar." (11/22/86, p. 2) The goal of 35 million dollars, which had been surpassed, included gifts of cash, real estate, endowed chairs, equipment and scholarships.

The Senate passed a motion which was first submitted by the Rights and Responsibilities Committee in September concerning procedures for having actions of the Senate approved or disapproved by the University administration. The motion recommended that the Chair of the Senate inform the System Vice President of all actions taken by the Senate at each meeting. The Vice President would convey his approval or disapproval to the Chair of the Senate. If approved, the action would take effect. If not approved, the action could be assigned by the Executive Committee to the appropriate Senate committee for further discussion.

The Intra-University Services and Communications Committee reported that it was preparing a response to the Report of the Presidential Commission on Undergraduate Education (often called the Lightsey Commission) which response would be submitted to the Senate in February.

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At the February meeting which was held at USC-Union, a written report was presented from Dr. Duffy in absentia. In his report Dr. Duffy expressed concern about potential cuts both to state appropriated funds and to federal funds for scholarships at the University campuses. He

reported on very successful and pleasant visits by Columbia representatives to both the Salkehatchie and Lancaster campuses. Dr. Duffy indicated that work would begin soon to study the question of assessment at the campuses in preparation for the Southern Association of Colleges and Schools reaccreditation visit in 1991. He commended the campuses for their generous contributions to the Family Fund.

Professor Gardner congratulated the recipients of the newly-awarded Faculty Exchange positions. Of twenty-one positions funded, nine went to applicants from the University Campuses. Professor Gardner announced that the subject of consistency of tenure and promotion procedures among the various campuses of the University was being considered by the Provost, the Chancellors, the Chief Legal Counsel and the System and Associate Vice Presidents for the University Campuses and the President. Of particular concern was the withholding of information about the results of review proceedings from the candidate.

The Rights and Responsibilities Committee acquainted the Senate with a questionnaire it had prepared concerning part-time faculty at the University Campuses. The questionnaire, which will be submitted to the Office of the System Vice President for University Campuses and Continuing Education, addresses such issues as the number of part-time faculty at each campus, the percentage of courses taught by such personnel, criteria for selection, credentials, rate of pay and teaching loads.

The Welfare Committee submitted a comparative report on course loads, overload compensation, and contact hours policies for the University Campuses. The committee also presented the results of a salary survey concerning gender bias, new faculty salaries, State-mandated raises, merit raises, bottom-end adjustments and amounts of promotional raises. While the information was not complete from all campuses the report revealed considerable variation among the campuses in handling salary issues.

The Inter-University Services and Communications Committee presented its response to the recommendations of the Presidential Commission on Undergraduate Education. The response, which was endorsed by the Senate said, in part,

...the Senate clearly endorses the central thesis of the Presidential Commission's Report, which is that the University of South Carolina System should provide broad access to quality higher education. There can, in fact be no greater testimony to the University System's commitment to the goal of broad access than its sustained commitment to the vital well-being of the University Campuses represented by this Senate. These campuses make higher education locally available throughout the State, in many instances to people who otherwise would not go to college. It is from the fold of the University Campuses that four-year campuses outside Columbia have developed, and it is only through the collective effort of all campuses, including the University Campuses, that the full range of programs and benefits of the University System can achieve state-wide prominence. (2/21/86, p. 49)

IUSC's response disagreed strongly with the Commission's recommendations concerning restricting of baccalaureate programs which could be offered at the University Campuses to the Bachelor of Arts in Interdisciplinary Studies, stating that "It is the judgment of the Senate that the University's missions can be implemented without these recommendations and further, that the vision of the Commission cannot be implemented if these recommendations are followed." (2/21/86, p. 50) The committee concurred with Commission recommendations concerning quality of educational programs, improvements in communication, faculty development, libraries and specialized resources and institutional research throughout the System. In addition the committee made recommendations in two areas which went beyond the Commission's own recommendations. The committee urged the establishment of a System-wide online catalog for the University's libraries and funding for completion of retrospective conversion of all library holdings to machine readable format. The committee also recommended "the creation of a new faculty body with representatives from all nine campuses, for the purpose of strengthening the efforts of all faculty senates to develop and preserve the quality of their respective academic programs." (2/21/86, pp. 50-51)

The Executive Committee report raised a question about the current practice of allowing instructors to apply for promotion to assistant professor and thus enter the tenure track. In practice such applications had regularly been made through the local tenure and promotion committee, but one campus administrator had recently blocked such action by withholding the applicant's file from the committee. The Senate voted to express opposition to this action. A lengthy discussion produced a motion to validate this type of promotion, but, as the Senate deemed the issue substantive, the motion was deferred to the next meeting.

The representative from both the Academic Planning Committee and the System Committee reported President Holderman's willingness to consider the eventual offering of four-year degrees at the University Campuses in opposition to the recommendation of the Presidential Commission on Undergraduate Education.

The Senate voted to limit each campus's representation to nine Senators and, should enrollment decrease, to allow compliance to be accomplished by attrition.

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At the April meeting, which was held in Columbia, several campus deans reported the planning and/or implementation of building purchases and renovations as well as many campus-wide activities.

Dr. Duffy clarified for the Senate the question of promotion from instructor to assistant professor as follows:

Applications for promotions from instructor to assistant professor have in the past always been channelled to the local committee, have proceeded to the Committee of Twelve, and then to my Office as have all other promotions. We still however view a positive promotion from Instructor to Assistant Professor based upon such things as gaining a Ph.D or meeting other requirements of the letter of offer to be administrative matters. In the future requests for promotion will proceed in this instance as they have in the past. (4/11/86, p. 15)

Dr. Duffy reported probable funding level of 95-100% with raises at about three per cent. He replied to a question from the floor that his response to the Senate concerning approval of Senate actions would be ready "by the next senate meeting." (4/11/86, p. 4)

Dr. Milton S. Baker, Special Assistant to the System Vice President, reported on the on-site visits made to the campuses by representatives from the Office of Civil Rights. The representatives looked at achievement of numeric goals, local understanding of Affirmative Action and its implementation, and local perspectives about desegregation activities. Dr. Baker told the Senate that a favorable report concerning all of the State's public institutions of higher education would result in the lifting of the Office of Civil Rights desegregation mandate, after which the State would establish its own affirmative action guidelines.

The Rights and Responsibilities Committee submitted a memorandum from Professor Gardner outlining responses from the campus deans to the committee's questionnaire about part-time faculty. The committee chair suggested the Senate might consider further action on the matter in the following year.

The Senate voted to accept "as representing the sense of the Senate" (4/11/84, p. 6) salary recommendations from the Welfare Committee. The recommendations were based on data collected earlier in the year concerning local campus practices. Dr. Duffy commented that some of the recommendations requested action in areas for which "decision-making powers did not rest with his office." (Ibid.)

In response to a request from the Union campus to teach an experimental course, "Introduction to Student Publications" the Senate engaged in a lengthy discussion concerning course designators UCAM, UNIV and X. Agreement about the intended use of each designator was not reached and Dr. Duffy urged the Senate to address the issue in the coming year.

In response to a motion by the Executive committee the Senate voted to alter the Faculty Manual so that the criteria for promotion called "Campus Activities" would be changed to read "Campus and System Activities."

To lead its activities in the 1986-87 academic year the Senate elected the following slate of officers: Chair, Thomas L. Powers (USC-Sumter); Immediate Past Chair, Rodney H. Sproatt (USC-Beaufort); Vice Chair, Tandy R. Willis (USC- Union); Secretary, Gregory J. Labyak (USC-Salkehatchie); and Executive Committee Members-At-Large, L. Wade Chittam (USC-Lancaster) and Linda H. Holderfield (Lifelong Learning).

Before surrendering his gavel to the incoming Chair, Professor Sproatt "praised Dr. Duffy for his leadership and support of the senate and for providing an atmosphere of 'academic freedom' in which important and sensitive issues could be openly discussed." (4/11/86, p. 13)

At the September meeting which was held in Columbia Chair Thomas L. Powers called for reports from the campus deans. Items of interest included: the purchase and planned renovation of an elementary school adjacent to the USC- Beaufort campus; increased enrollment in the Hilton Head program; a successful retreat and planning session for the USC-Lancaster faculty; Commission on Higher Education desegregation grants for USC-Salkehatchie, USC-Sumter and USC-Union; Title III Federal Program for Developing Institutions grants for USC-Salkehatchie, USC-Sumter and USC- Lancaster; funding for the program at Walterboro; completion of the Nettles-Schwartz Center at USC-Sumter; a grant from the South Carolina Committee for the Humanities for a continuing education program at Wateree Corrections Institute; a 66% enrollment increase at the Laurens operation; and completed renovation of the gymnasium at USC- Union.

President James B. Holderman addressed the Senate concerning the "expanded, announced effort of the TEC System to invade the mission of the University Campuses." (9/19/86, p. 4) He stated that the desire on the part of the technical colleges to teach college parallel courses was "a tremendous digression from the original mission of the TEC schools" (Ibid.) which could prove very costly to the state. Dr. Holderman also explained his view of the University Campuses as Learning Centers where students would be enabled to utilize the resources of the University's four-year campuses, including the Columbia campus, to pursue baccalaureate degrees in areas other than the Bachelor of Arts in Interdisciplinary Studies. The University Campuses could not actually become four-year institutions without the approval of the Commission on Higher Education and the Southern Association of Colleges and Schools, but, in the Learning Center mode, would make accredited programs available in a new environment. In addition, Dr. Holderman stated his support for University Campuses faculty who wished to be approved to teach upper level and graduate courses.

When President Holderman had concluded his remarks he was presented with a resolution from the USC-Beaufort faculty lauding his efforts to advocate and encourage "the development of a true system approach to the higher education needs of the citizens of South Carolina" (9/19/86, p. 9) especially in his endorsement of the Learning Center concept for the University Campuses.

In the absence of the System Vice President for University Campuses and Continuing Education, John J. Duffy, the Associate Vice President, John N. Gardner addressed the Senate. Professor Gardner noted in his written report a number of upcoming faculty development opportunities to be held in Columbia. These included: National Conference on Interdisciplinary Baccalaureate Education; Regional Conference on the Minority Freshman Year Experience; National Conference on the Freshman Year Experience; National Conference on the Adult Learner; University Faculty Exchange Program; and a new Summer Faculty Exchange Program in Computer Technology.

The Rights and Responsibilities Committee stated that its charges from the Executive Committee were: 1) to examine the Faculty Manual for ambiguities 2) to compile a supplement to the Manual which would incorporate changes mandated by the Senate since Fall 1983 and 3) to review tenure and promotion procedures and criteria.

The Welfare Committee expressed appreciation for the assistance of the administration in obtaining favorable raises for the current year, but stated that it would continue to investigate salary needs and inequities.

The Intra-University Services and Communications Committee planned to address procedures for approval of new courses, the proposed core curriculum and preparation for the reaccreditation process.

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The November meeting was held at the USC-Salkehatchie campus in Allendale. The major topic of discussion in response to the reports of the System Vice President and the Associate Vice President was the present and future relationship between the University Campuses and the state's technical colleges. A report to the Commission on Higher Education by the consulting firm of Augenblick, Van de Water and Associates entitled "Higher Education in South Carolina: An Agenda for the Future" was discussed. The report dealt with transfer of credits between institutions, a common academic calendar and interinstitutional cooperation. A specific recommendation was that the Technical Colleges be allowed to teach a "mini-core" of basic courses which could be transferred to upper-level institutions. Concerns about loss of students, transformation into community colleges and/or absorption into the technical college system were expressed by faculty members from the USC-Beaufort and USC- Sumter campuses. Dr. Duffy promised to convey the Senate's concerns about the issue to the President.

Upon the recommendation of the Rights and Responsibilities Committee the Senate voted to request a separate listing for each University Campus in the SAT Registration Bulletin in order to prevent a delay in the reporting of scores.

The Welfare Committee reported continued concern with faculty salary issues, specifically the need for disclosure of more detailed information, the process for requesting redress for unjust salary amounts and the need to clarify the concepts of merit pay and low-end adjustments. The committee proposed and the Senate passed a motion "that the [System] Vice President for University Campuses and Continuing Education obtain a mechanism for providing tuition at no cost for faculty enrolled in credit coursework within the University System." (11/7/86, p. 13)

The Intra-University Services and Communications Committee presented two motions both of which the Senate approved: 1) that University administration work "to eliminate two major threats to system integrity:...internal fragmentation due to lack of workable mechanism to achieve and maintain curricular articulation among the nine campuses; and proposed encroachment by the Tec schools into the legitimate curricular domains of the campuses of the University of South Carolina." (11/7/86, p. 17) and 2) the System Vice President for University Campuses and Continuing Education "mobilize the full resources of the Administration of the University of South Carolina to lobby all appropriate agencies of State Government to oppose any proposed mini-core of transferable courses" (Ibid.)

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The Senate met at USC-Sumter in February. Appended to System Vice President Duffy's written report to the Senate were documents concerning appropriations authorized vs. revenues collected in the state from FY 1980 to FY 1986 and the appropriations status of the various USC campuses for FY 1987 and FY 1988. The first document revealed revenue shortfalls in five of the seven years, the largest occurring in 1986/87. The second document showed the percentage and amount of shortfall each campus would suffer in FY 1987 and FY 1988 based on a reduced projected level of funding.



Associate Vice President Gardner's report presented a tally of enrollment information for each University Campus for Spring 1986, Fall 1986 and Spring 1987. Both headcount and FTE totals were up at Beaufort, Lancaster and Union, but down at Salkehatchie, Sumter and Ft. Jackson. Professor Gardner told the Senate that the Academic Planning Committee would be undertaking a study of ways to improve communication and relationships between and among faculty from the various campuses, and also would look at campus admission policies and system student movement policies. He also told the Senate that the Board of Trustees had rejected the Report of the Presidential Commission on Undergraduate Education's prohibition of baccalaureate degree arrangements between the University Campuses and the other campuses of the University. He noted that the Southern Association of Colleges and Schools had raised questions about off-campus offerings and upper level courses at the University Campuses.

The Rights and Responsibilities Committee announced that it had met in executive session in its capacity as the Senate's Grievance Committee. The committee will examine the newly published USC-Columbia Faculty Manual to determine if any of its changes will have impact for the University Campuses Faculty Manual.

The Welfare Committee provided several tables of data concerning University Campuses faculty salaries. These tables provided salary data 1) By academic rank, last five years and current year 2) By year of employment and rank 3) By academic degree, current year 4) By years of service at USC 5) By teaching experience in higher education 6) By teaching experience in higher education and academic degree 7) By rank within academic categories and 8) By teaching experience and academic degree. The committee's purpose in compiling the tables was to provide faculty members with comparative data with which to attempt to address salary inequities. Another topic the committee intended to investigate was merit pay.

The Executive Committee reported that a model had been created to monitor the success of students transferring from the University Campuses to the University's four-year campuses including USC-Columbia, with some data to be available by the fall 1987 semester. The committee also announced its interest in facilitating tenure and promotion workshops for all University Campuses similar to one held recently at USC-Union.

A "Proposal for New Tenure and Promotion Committee Organization and Procedures" was presented to the Senate by Immediate Past Chair Rodney Sproatt. Professor Sproatt explained that the proposal was made in response to suggestions from the University's legal advisers, the System Vice President and the Senate's Executive Committee. The Senate's tenure and promotion procedures represent a contract between the University and its faculty members and, as such, must be expressed in clear language and must allow for equitable treatment of all applicants for academic advancement. The proposal included clarification of committee membership, voting procedures, notification of applicants of committee decisions, etc. After a lengthy discussion the proposal was given to the Rights and Responsibilities Committee to revise prior to the April meeting.

The University Library Committee report noted that the Commission on Higher Education had opposed the University's efforts to obtain extra state funding for an online public access catalog. The Commission felt the University should fund the catalog from its regular appropriation.

The representative to the University Curricula and Courses Committee reported that the committee had agreed that a new core curriculum should be put in place in the fall of 1988; however, decisions about requirements for courses in foreign languages, mathematics, history and

fine arts were still being considered. It was suggested that some University Campuses students would opt to avoid core requirements by transferring to one of the four-year campuses other than USC-Columbia.

The report from the Academic Planning Committee indicated that the committee was interested in facilitating the movement of students among the several campuses of the system and in fostering communication and interaction among faculty members of the various disciplines.

The Senate's representative to the Faculty/Board of Trustees Liaison Committee reported that the Board of Trustees had approved the Report of the Presidential Commission on Undergraduate Education with the exception of Recommendation 6. This recommendation sought to limit the University Campuses to the offering of a single baccalaureate degree, the Bachelor of Arts in Interdisciplinary Studies.

The System Committee report revealed that the House Ways and Means Committee proposed to set USC's budget for the following year at 86% of the formula. Coupled with the University's recent commitment not to raise tuition rates, this action led the President to characterize the University's predicament as "the worst we've ever been in." (2/13/87, p. 17)

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At the April meeting in Beaufort two representatives from Computer Services Division addressed the Senate. Jim Morris, who is responsible for computer services to faculty, announced that the University has new contracts with several computer suppliers to provide computer products for University departments and individual personnel. Mr. Morris introduced Jane Terspra who told the Senate about a new program designed to assist faculty in preparing computer- assisted or interactive videodisc lessons. She invited faculty to attend a seminar to learn about available options and how to proceed with planning computer based instruction.

Dr. Duffy reported that, although the budget picture had improved since February, most USC campuses would suffer some cuts in the new year. The exception would probably be USC-Beaufort which had experienced significantly increased enrollment. Dr. Duffy urged the faculty to step up efforts at recruitment and retention and announced that he and Professor Gardner would be visiting all University Campuses to discuss recruitment procedures with faculty and administration. He mentioned a marketing study being conducted at USC-Beaufort which will seek to increase local awareness of the campus and its offerings to the community. Dr. Duffy also mentioned the upcoming reaccreditation by the Southern Association of Colleges and Schools, scheduled for 1989-91. In preparation for this event he is planning to seek approval from the CHE for the operations at Walterboro, Laurens and Hilton Head. He commended the librarians at the Library Processing Center and at the campuses for pursuing vigorously the retrospective conversion of system campus libraries' holdings to machine readable form. This project is necessary before the University Campuses can participate fully in an online catalog.

Associate Vice President Gardner commended USC-Union and Lifelong Learning for conducting tenure and promotion workshops for appropriate faculty and urged other system campuses to consider doing so. He reiterated the support of the System Vice President's office for systemwide academic meetings including support for travel, meals, speakers, etc.

The Senate passed a recommendation from the Welfare Committee that the committee be provided with a listing (without names) of the nine- and twelve-month salaries of all faculty, as well the amounts of their raises, merit pay and low-end adjustments. The committee also recommended

that faculty receiving satisfactory evaluations be guaranteed an across-the-board raise equal to that of other state employees and that superior faculty be awarded additional merit pay. Associate Vice President Gardner explained the University's dilemma concerning mandated raises for faculty. While the state legislature awards raises to state employees, it does not increase the University's budget to meet the entire stated amount for University employees. The University must take funds from other areas to meet the shortfall. Vice President Gardner also stated that raises for faculty had always been considered merit-based rather than across-the board. The Senate passed the committee's recommendation as presented.

The Intra-University Services and Communications Committee presented a "Report on the Establishment of New Courses, Including Those Carrying the UCAM Designator." The report expressed concern about "the legitimacy, credibility, and transferability of UCAM courses originating on the University Campuses." (4/24/87, p. 11) Nevertheless the committee submitted guidelines for the establishment of UCAM courses as it had been charged.

The IUSC also moved the adoption of a report entitled "Mechanism for Feedback Between the Courses and Curriculum Committee Representative and the University Campuses." The report delineated the responsibilities of the academic deans, the Senate's representative to the University Courses and Curriculum Committee and the System Vice President's office. The Senate approved this recommendation.

The Senate adopted a program recommended by IUSC to strengthen the associate degree requirements at the Fort Jackson site. It also approved a recommendation to upgrade the requirements for the Associate Degree in Secretarial Science at USC-Union.

Upon the recommendation of the Executive Committee the Senate unanimously and enthusiastically endorsed a resolution commending Associate Vice President John N. Gardner for his "innovative work" and "superlative efforts" (4/24/87, p. 17) with the Freshman Year Experience conferences. The resolution expressed sincere appreciation to the Vice President for bringing "national and international recognition to the University of South Carolina, and specifically to the University Campuses System." (Ibid.)

The Rights and Responsibilities Committee presented a revised version of the tenure and promotion proposal for organization and procedures which had been offered at the February meeting by Professor Rodney Sproatt. Changes in the document reflected suggestions from Senators and the System Legal Department. The revised proposal was adopted by the Senate.

The Senate approved by acclamation a motion by Tandy R. Willis honoring Jimmie E. Nunnery who had been involved with the Senate since its inception and had twice served as its Chair. The resolution, which was presented to Senator Nunnery on a plaque, honored the Senator on his retirement from the University, mentioning specifically his many years of service to the Senate, the USC-Lancaster campus, the USC System, and the State of South Carolina. Professor Nunnery was also presented with a rocking chair by Dr. Duffy who indicated that, while such a present was probably appropriate for most retirees, it might not see much use from Professor Nunnery.

Senate officers for the 1987-88 academic year were elected as follows: Chair, Tandy R. Willis (USC-Union); Vice Chair, Gregory J. Labyak (USC-Salkehatchie); Secretary, Deborah B. Cureton (USC-Lancaster); Immediate Past Chair, Thomas L. Powers (USC-Sumter); and Executive Committee Members-At-Large, Linda K. Allman (Lifelong Learning) and Rick D. Boulware (USC-Beaufort).

A newly acquired "official University Campuses Faculty Senate gavel" (4/24/87, p. 28) was presented by outgoing Chair Powers to incoming Chair Willis who used it to signal the adjournment of the meeting.

Senators who gathered for the September meeting in Columbia were addressed by both Dr. Francis T. Borkowski, Executive Vice President and Provost, and by Jane M. Jameson, System Vice President for Personnel Services.

Dr. Borkowski "expressed hope that this year would provide opportunities for him and President Holderman to visit the campuses and informally discern the ambitions of the faculties for their local campuses, the perceptions the faculties hold of the University System, how the Office of the Provost might be of service to the Campuses, and how the University might continue its momentum into the 21st century." (9/18/87, p. 3) He stressed the importance of research and scholarship saying that, "No dichotomy exists between research and scholarship and good teaching and service; they intermesh." (Ibid.) He also emphasized the need to increase the number of minority faculty members who play a valuable role as mentors to minority students.

Ms. Jameson provided the Senators with information on the revised Freedom of Information Act (FOI). She explained that the Act contains specific regulations about the release of salary information such as that requested by the Senate in April 1987. Her office will provide information about base salaries in accordance with the law, but break-outs concerning merit pay and percentage of salary increase may not be available. The law requires that individuals must be notified whenever information is requested about their salaries.

Dr. John J. Duffy, System Vice President for University Campuses and Continuing Education commended the campuses for increased enrollment, particularly at the "twigs." Approval for programs at these operations (Hilton Head, Walterboro and Laurens) will be requested from the Commission on Higher Education.

The Associate Vice President, John N. Gardner urged the faculty to consider applying for the Faculty Exchange Program, to use USC's Washington office to explore grant possibilities and to consider planning joint research efforts with USC-Columbia faculty in order to take advantage of the proposed Research Incentive Act for the three major research universities in the state (USC, Clemson and MUSC). He also urged University Campuses faculty to capitalize on their expertise in undergraduate instruction by participating as presenters at the Freshman Year Experience Conference.

In response to charges proposed at the Executive Board's summer retreat, the standing committees stated their goals for the upcoming academic year.

The Rights and Responsibilities Committee report indicated that the committee will undertake a study of peer and student evaluations of faculty at each of the University Campuses. The committee will also consider developing guidelines for the formation of a Senate grievance committee and will study tenure and promotion regulations for possible revision and clarification.

The Welfare Committee will continue to monitor faculty salaries and to attempt to clarify the factors which are considered in the awarding of merit pay. In addition the committee will recommend ways faculty can have more input into the institutional budget process.

The Intra-University Services and Communications Committee indicated that it will study transferability of courses between the University Campuses and the four-year campuses of the USC

System. The committee will also serve as a clearinghouse for information concerning the self-study/reaccreditation process.

The Executive Committee will gather data about remedial/developmental education presently offered at the University Campuses, paying particular attention to the outcomes of such courses in regard to student success. The committee will also study the Senate's nomination process.

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At the November meeting, held at USC-Union, Chair Tandy R. Willis welcomed the speaker, William J. Whitener, Commissioner on Higher Education and former dean of the Union campus.

Mr. Whitener talked about the Commission on Higher Education, explaining that it is a coordinating, not a governing body. It works with the legislature in the interests of higher education in the state. In addition to requests for full formula funding and about 141 million dollars for capital improvement, the Commission is also requesting about 94 million dollars to improve higher education via a proposal called The Cutting Edge.

Dr. Duffy reported that efforts to gain recognition for the off-campus programs at Camden, Laurens, Hilton Head and Walterboro were being made through the CHE and the Southern Association of Colleges and Schools. He expressed some concerns about The Cutting Edge document especially as it seeks to extend CHE authority into areas which have historically been prerogatives of the University faculty such as admissions, assessment oversight and the use of developmental programs.

Discussion arose about University Campuses Faculty Senate participation in the Columbia Faculty Senate activities. Senators were urged to encourage the representatives to the Columbia Senate from the University Campuses to attend all meetings and participate in discussions. Chair Willis expressed concern that the reorganization of the Library Committee had eliminated the University Campuses representative. Professor Gardner indicated that the formerly elected representative might be reinstated via presidential appointment.

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The February meeting was held at USC-Lancaster. The featured speaker was Associate Provost, Dr. Michael F. Welsh. Dr. Welsh spoke to the Senate about a CHE sponsored study he had conducted on the persistence rates of black students at the USC-Columbia campus. The study concluded that black students at the campus were graduating a higher rate than white students. A major reason for this phenomenon, which is in opposition to national trends, was the opportunity to attend college in a community with a large, stable black population where students' cultural, religious and ethnic needs could be met. Other positive factors included opportunities for leadership experiences, especially in black student organizations, interaction with black faculty and staff, availability of black studies courses, a climate free from racial discrimination in the classroom, good relationships with white faculty and staff, and participation in University 101 classes.

Associate Vice President Gardner reported that the Columbia Senate had approved reinstatement of a representative to the Library Committee elected by the University Campuses Faculty Senate with the condition that the representative be a member of the teaching faculty. He

commended the University Campuses faculty for their attendance at workshops designed to increase the amount of information about African-American experiences incorporated into courses across the curriculum.

Professor Gardner reported that recent grievance actions had revealed flaws and ambiguities in the University Campuses' grievance procedure. Areas of concern include the section on grievable matters which is in opposition to state law, the inclusion of non-tenured faculty on the Senate's Rights and Responsibilities Committee (which is the Senate's de facto grievance committee) and the provision in the grievance procedure of dual routes of appeal. Professor Gardner requested that the Executive Committee take appropriate action to consult with the University's legal advisers and to clarify and revise the Faculty Manual as needed.

Professor Gardner provided the Senators with information about the core curriculum slated to go into effect fall semester of 1988. Concerns about the acceptability of particular courses resides with each USC-Columbia department and foreign language requirements pertain to the baccalaureate degree rather than to the associate degree. Students planning to transfer to any upper level institution should be advised to investigate graduation requirements of that institution and its appropriate departments. Academic deans from the University Campuses will meet with representatives of the foreign language and mathematics departments to discuss placement tests.

Dr. Duffy addressed The Cutting Edge document as it was modified before being sent to the state legislature. The modified document represents a compromise between the CHE and the presidents of the universities involved (USC, Clemson and MUSC). Areas of concern included potential infringement of faculty prerogatives concerning admissions and curriculum and the desire of the CHE to dictate rather than review assessment operations.

The Rights and Responsibilities Committee reported that a subcommittee had been formed to study the establishment of a separate grievance committee. Chair Willis requested that the committee also address problems which had arisen as the revised tenure and promotion procedures had been implemented. Areas of concern included conveying to the unsuccessful applicant the information that the Tenure and Promotion Committee's decision was advisory only and that a grievance procedure was available.

The Executive Committee presented a proposal which would create guidelines for the selection, composition and procedures of the Senate's Nominating Committee. The issue, being substantive, was to be discussed and voted on at the April meeting.

The Senate passed a proposal to urge the University Campuses faculty organizations and individual faculty members to contact appropriate state legislators about restrictions to traditional faculty rights inherent in The Cutting Edge.

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The Senate held its final meeting of the year on Hilton Head Island in April. Featured speaker was Charles O'Shields from the University's Budget Office. Mr. O'Shields spoke about the process by which the state legislature determines the University's appropriation each year. The appropriation formula is based on Full Time Equivalent (FTE) students. Costs for faculty salaries, support staff, research and public services costs, library materials and services, student service activities, operations and maintenance costs, and institutional support are totaled. The state funds up to 80% of this total, but the University must always collect at least 20%. State determined raises are also funded by the legislature at 80%. Mr. O'Shields explained that President Holderman felt

that student fees and other sources of income are adequate for the University to operate with the maximum state funding (i.e., 80% of total operating costs) but that a lesser appropriation would require cuts which could damage the quality of instruction and service.

In a written report Vice Chancellor Gardner, who was not able to attend the meeting, stated that the University Campuses' off-campus programs would be presented as a package to the Board of Trustees for approval in July and subsequently to the Commission on Higher Education. He also mentioned that incoming freshmen at all campuses would be taking foreign language and mathematics placements tests in May in preparation for entering the University under the new core curriculum in the fall.

At the recommendation of the Rights and Responsibilities Committee, the Senate voted to approve a revised set of form letters to be used to notify tenure and promotion candidates of the action of the Senate Tenure and Promotion Committee.

The Senate also voted to establish a Grievance Committee to be composed of one tenured faculty member elected by the faculty organization at each of the five University Campuses and Lifelong Learning. In addition, the Senate voted to modify the grievance procedure stated in the Faculty Manual by restricting the appeal process to a single body, the Academic Affairs and Faculty Liaison Committee of the Board of Trustees.

The Intra-University Services and Communications Committee submitted a lengthy report outlining recent articulation difficulties which University Campuses students had experienced. Types of problems encountered included unilateral changes of course descriptions or numbering, variations from campus to campus of prerequisites or requirements, refusal of four-year campuses to transfer legitimate USC courses from University Campuses, and denial of requests for qualified University Campuses faculty to teach preliminary courses in some disciplines. The committee recommended that the Senate work with other University bodies to "seek ways to harmonize traditional faculty prerogatives with the System concept to which we aspire." (4/22/88, p. 14.) The committee requested that the System Vice President's office convey the report to the President, Provost and Chancellors.

IUSC submitted a proposal for a Visiting Scholars Program which would facilitate the interchange among the University Campuses of lectures and presentations by interested faculty. The presentations could be offered as part of a class schedule or as a campus-wide event. The Senate approved this proposal

IUSC also proposed that the campus faculty organizations consider studying the concept of a uniform University Campuses core curriculum for the Associate of Arts and Associate of Sciences degrees.

The IUSC's fourth proposal concerned creating a procedure for generating new courses and instituting guidelines for use of the UCAM designator. The committee proposed itself as the preliminary arbiter of new courses, with the power to deny a course or to pass it on to the Senate for approval. The committee strongly recommended that the UCAM designator be restricted to developmental courses. The Senate concurred with both proposals.

A tribute was read honoring the late Graham Tomlinson, former professor at USC-Beaufort and member of the Senate. The tribute had been written by USC-Columbia professor Charles W. Tucker, a colleague of Professor Tomlinson's in the field of the social sciences.



The Senate endorsed by acclamation two resolutions from the Executive Committee. The first resolution honored Dr. Francis T. Borkowski for his ten years of service to the University as its Executive Vice President for Academic Affairs and Provost upon his acceptance of another academic position. The second resolution honored the late Robert E. Roberson for his contributions to the development of the Computer Services Division and his support of increased automation opportunities for the University Campuses.

The Library Committee announced that a demonstration had been held of a library system called the Northwestern Online Total Integrated System (NOTIS). This system is the one recommended by a committee which studied available systems three years ago. Funding for the system will be probably be available in the next fiscal year by means of a Step 12 appropriation. A major component of the system will be the online public access catalog which will make information about the holdings of all USC libraries available at every campus.

The University Curricula and Courses Committee announced that all colleges and schools have altered their programs to comply with the core curriculum and that the changes will be reflected in the new Bulletin.

The Senate passed the guidelines for the Nominating Committee which had been proposed at the February meeting.

Elected to lead the Senate in 1988-89 were the following officers: Chair, Gregory J. Labyak (USC-Salkehatchie); Vice Chair, Deborah B. Cureton (USC-Lancaster); Immediate Past Chair, Tandy R. Willis (USC-Union); Secretary, Nancy H. Washington, (Lifelong Learning); Executive Committee Members- At-Large, Rick D. Boulware (USC-Beaufort) and Carolyn A. West (USC-Sumter).

At the September meeting, which was held in Columbia, the Senate was addressed by the newly appointed Executive Vice President for Academic Affairs and Provost, Dr. Arthur K. Smith.

Dr. Smith expressed his pleasure at being able to attend the Senate meeting and reiterated his support of the multi-campus system concept for the University. He also commended the University for its "impressive organizations of faculty governance which operate under faculty manuals of very high caliber." (9/16/88, p. 1) Dr. Smith remarked on the up-coming reaccreditation process, saying that, while the process will be approached in a coordinated way, accreditation will be by campus. Self-study documents will be prepared at each campus with major input elicited from faculty. The self-study process will produce a guide for institutional action for the following ten-year period, culminating with the 200th anniversary of the University's charter in the year 2001.

Dr. Smith also remarked on the recently approved Step 12 appropriation to implement an integrated automation system for the University's libraries. The system which was selected, the Northwestern Online Total Integrated System (NOTIS), "should prove to be a very important element in insuring equal access for all students on all of the campuses of USC to all of the library collections." (9/16/88, p. 2) Dr. Smith assured the Senate that he perceived his job as that of a facilitator who would insure, as much as possible, a minimum of bureaucratic obstacles to the research, teaching and public service goals of the faculty.

Reports from campus deans revealed stable or rising enrollments and expansion/renovation projects to the physical facilities at several campuses. Educational activities included the use of Title III grants to support an Academic Success Center and Writing Lab at USC-Lancaster and an eight-county public school Consortium managed by USC-Salkehatchie.

Dr. John J. Duffy, Chancellor for University Campuses and Continuing Education, echoed Provost Smith's remarks about the importance of faculty participation in the reaccreditation process, especially in the self-study activities and in the creation of mission and goals statements for the campuses and for the University as a whole. Dr. Duffy announced that faculty raises at USC's University Campuses had averaged about four percent for the 1988-89 fiscal year.

Vice Chancellor John N. Gardner notified the Senate of a new professional development opportunity available to University Campuses faculty. This is a faculty exchange program with the University of Wisconsin, an institution which has centers that offer undergraduate courses but do not confer baccalaureate degrees. The program would allow faculty members from the two institutions to exchange teaching responsibilities for a given period.

Professor Gardner mentioned efforts being made by the Chancellor's office to comply with a request from the Executive Committee that all substantive actions of the Senate be submitted to the Board of Trustees. He explained that until Board approval is gained, actions of the Senate which modify the existing Faculty Manual are not binding.

The Rights and Responsibilities Committee presented a motion to establish a new Standing Committee, the Grievance Committee. This committee, which would be comprised of tenured faculty members, would "consider individual grievances...by members of the faculty including full-time and part-time members," (9/16/88, p. 10) and would attempt to resolve these grievances

via mediation. Questions concerning the feasibility of including part-time faculty in the grievance process caused the Senate to vote to send the proposal back to the Rights and Responsibilities Committee for further discussion.

The Intra-University Services and Communications Committee reported that it would undertake the following activities during the year: monitor progress of the self-study at all campuses; gather information about recruitment and retention efforts, women's studies, honors courses and interdisciplinary courses at all campuses; monitor and seek solutions to situations concerning articulation between campuses of the University. The Committee declined a charge to revise the University Campuses Faculty Resource Manual, stating that the Committee deemed this document to be of doubtful practical value and one whose revision would be unacceptably time consuming at the expense of more worthwhile projects.

The Senate approved a motion from the Executive Committee that Senate representatives who are elected to System-wide committees in the spring assume their duties on August 15, and that, when feasible, both the outgoing and incoming representatives attend meetings between April and August.

The Senate representative to the University Library Committee commented on the online catalog project stating that a contract had been signed with NOTIS, the software had been loaded into the University's mainframe computer and the online catalog should be available in the spring. All campuses will "come up" at the same time and dial-up access via modem is also being planned.

In light of the resignation of Professor Hussein Zeiden as representative to the University Welfare Committee, the Senate elected Professor Donald L. Curlovic to fill this position.

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USC-Sumter's new Nettles-Schwartz Center was the site of the November meeting at which the Campuses' Academic Affairs and Student Affairs deans were guests.

Featured speaker was Dr. David A. Bell, Administrative Director for the Institutional Self-Study. Dr. Bell reviewed the two mandates concerning planning and evaluation under which the University presently operates. The first mandate is derived from the section of the Southern Association of Colleges and Schools' Criteria called "Institutional Effectiveness." Under this mandate the University must develop a planning and evaluation process to be used for reaffirming accreditation and must incorporate this process into ongoing strategic planning activities. The second mandate comes from the South Carolina Commission on Higher Education's document The Cutting Edge. It requires an ongoing assessment and planning process to be carried out according to the Commission's overall plan for higher education in the state. The University's Self-Study Steering Committee must incorporate the essential elements of both plans into the upcoming Self-Study. Work has begun at all campuses on reviewing mission statements and articulating goals in the areas of instruction, research and service. A Core Planning Group has formulated a System Statement of Purpose with which all other mission statements must be compatible. SACS requires that the overall statement, as well as the Campus statements must be "reality-based and quite explicit." (11/18/88, p. 2)

Dr. Bell went on to explain that SACS would not allow the University Campuses to be accredited as Level I institutions (a category reserved for institutions which do not offer any upper level courses) as had been done in the past. Based on the multi-purpose learning center aspects of the University Campuses, SACS recommended that they be accredited under the "umbrella" of

the Columbia campus at Levels II-IV. Each University Campus will prepare a separate Self-Study, but certain areas such as financial aid, Graduate Regional Studies, library services and computing services may be unified. The final report for the Columbia Campus will include a section treating the University Campuses and their programs.

In his written report, Vice Chancellor Gardner informed the Senate that the Board of Trustees had approved the Senate's actions concerning the composition of its Grievance Committee and the mechanism of appeal for revocation of tenure. He also reported that consultation with the University Legal Office had revealed that "actions taken by the Senate which do not constitute alterations of a legal or contractual nature between the University and the faculty member can be routinely approved by...[the Chancellor's] Office without being routed to the Board." (11/18/88, p. 23) In consequence of this decision, the Chancellor and Vice Chancellor presented the Senate with a memo concerning Senate actions taken since spring 1983 when the last edition of the Faculty Manual was published. The memo, whose attachments delineated the specific actions referred to, stated that all had been "approved by the University Administration and should be considered in effect." (11/18/88, p. 31) The actions concerned such areas as tenure and promotion, Senate membership, eligibility for Senate offices, term length for Courses and Curricula representative, Nominating Committee Guidelines, powers of the Chair, election of the Executive Committee and grievance procedures.

The Rights and Responsibilities Committee submitted an altered version of its motion from the previous meeting concerning the work of the Grievance Committee. The new form stated that the Committee would consider grievances from faculty without allusion to part-time or full-time appointment. The Senate accepted this version.

The Rights and Responsibilities Committee also asked the Senate to allow the Committee, together with the chairs of the other Standing Committees, to "undertake immediately the task of rewriting the University Campuses Faculty Manual." (8/18/88, p. 8) The Senate concurred.

The Executive Committee reported plans to produce a public relations brochure for the University Campuses emphasizing contributions and accomplishments of former students.

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The February meeting was held at USC-Salkehatchie at Allendale. The guest speaker was Dr. JoAnn Anderson from La Guardia Community College in New York. Dr. Anderson spoke to the Senate about "Literacy and Learning: Integrated Skills Reinforcement (ISR)." ISR is a method of self-assessment which assists faculty in discovering their own talents and areas of expertise as they seek to improve the quality of instruction in their classes. Vice Chancellor Gardner encouraged faculty members to consider implementing ISR at their campuses in the coming year. A detailed document explaining the ISR process is appended to the Minutes.

Chancellor Duffy commended the campuses on their Mission Statements to which the Core Committee had suggested only minor changes. In response to questions about the move by the Technical Colleges to seek permission to offer college parallel courses, Dr. Duffy told the Senate he and Professor Gardner had met with the Chairman of the Commission on Higher Education, William J. Whitener and felt he understood the desire of the University to maintain all of its campuses in their present academic roles. Included in Dr. Duffy's report was information about the University's need for a Supercomputer, especially in the areas of library automation and faculty research.

Vice Chancellor Gardner commended the Senate for its efforts to study and report on articulation problems between campuses. This matter will be taken up by the Systemwide Academic Planning Committee.

The Rights and Responsibilities Committee announced that the committee to revise the Faculty Manual had begun its work and would submit its draft to the University's Legal Department this spring.

The Intra-University Services and Communications Committee submitted proposed core curricula for USC-Union and USC-Salkehatchie. After the point was made that the curricula for all the University Campuses need not conform, these curricula were approved. The Senate also approved the Committee's request to change its name to System Affairs Committee.

The representative to the Academic Planning Committee reported that the Committee had recommended that the University adopt standard systemwide policies concerning grading, honors, suspension and course designators/numbers. The Committee will consider intrasystem articulation policies at its next meeting.

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The April meeting was held at USC-Beaufort with Fred R. Sheheen, South Carolina Commissioner of Higher Education as guest speaker.

Mr. Sheheen told the Senate he was there to present information about "current events and trends in higher education" (4/21/89, p. 2) in South Carolina and also to answer questions from the Senators. He specifically mentioned the planning and institutional effectiveness guidelines which "are grounded" (Ibid.) in The Cutting Edge reform package for higher education in the state. Mr. Sheheen explained that, while the state's assessment plan paralleled somewhat the SACS reaccreditation process, the former will become an annual exercise while the latter is done only every ten years. When asked about the future of two-year colleges in South Carolina, Mr. Sheheen stated that he did not think the CHE or the Legislature would condone establishment of new campuses, but he also felt both bodies would be very reluctant to eliminate any existing institutions because "once an institution is established, it has a profound effect on the life of the community...and some communities in this state would be devastated by the closing of the public institutions." (4/21/89, p. 16)

Chancellor Duffy announced that the new fiscal year's budget had passed the House at 93%. System campuses had fared better than USC-Columbia, with some campuses receiving as much a 20% in additional funds as opposed to Columbia's 3%. He also told the Senate that the University's off-campus operations proposals had been reviewed by the CHE and had been returned to the campuses for further response. In addition, he stated that the campuses' mission and goal statements for the Self-Study had been accepted and would go to the Board of Trustees at its next meeting.

Dr. Duffy asked Linda K. Allman, Director of the Library Processing Center and a member of the Lifelong Learning faculty to comment on the NOTIS online catalog project. Ms. Allman reported that a test database had been installed and that the University of South Carolina Access Network (USCAN) catalog would be operational by May, at which time training sessions for faculty and students would be conducted by the campus librarians. Dr. Duffy remarked that the USCAN system would be very beneficial to library users at all campuses because they would easily be able to discover the holdings of other libraries and could obtain these materials via interlibrary loan.

At the conclusion of Dr. Duffy's remarks, Chair Labyak offered his congratulations to the Chancellor who had been awarded the University's Educational Foundation Distinguished Service Award. The Senate added its congratulations through its prolonged applause.

Vice Chancellor Gardner commended the campuses at Beaufort, Salkehatchie and Union for their "heroic efforts" (4/21/89, p. 33) in submitting Title III grant proposals again this year. He reviewed the professional development opportunities the Chancellor's office had facilitated for faculty during the year and invited input about desirable activities for the coming year. Professor Gardner also announced that a System Academic Policy Coordinating Committee had been formed to discuss System communication and coordination issues. The Committee will be composed of academic officers from the Four-Year Campuses, USC-Columbia and the University Campuses as well as the chairs and an additional faculty representative from each of the University's five Faculty Senates.

The Rights and Responsibilities Committee announced that a revision of the Faculty Manual had been completed. The Senate voted to send the revision forward for administrative review and to make copies available to faculty over the summer with comments and suggestions to be considered at the September Senate meeting.

The Welfare Committee recommended that salary studies be continued and that a report be generated to reveal anonymously such information about nine- and twelve-month faculty as present salary, amount of current raise, amount of additional merit pay, and amount of low-end adjustment. Concerning salary increases for the next fiscal year, the Committee recommended that 1) the majority of funds be used to reward equally "all faculty performing their assigned duties in a satisfactory manner." (4/21/89, p. 21) 2) the percentage of increase be equal to that mandated by the state for classified employees 3) additional merit raises be awarded based on "outstanding contribution to the institution...in cases in which a person has clearly contributed beyond the usual activities of the faculty." (Ibid.) and 4) low-end adjustments be awarded with attention to length of service and years of experience.

The Welfare Committee will also continue to keep faculty apprised of available faculty development opportunities.

The System Affairs Committee presented a detailed document concerning successful recruitment and retention activities carried out at each of the University Campuses. Some of these activities included frequent contact with area high school juniors and seniors via letters, visits to the high schools, workshops, campus tours, brochures and press releases; strengthened orientation processes; revised placement and diagnostic testing procedures; learning assistance centers for at-risk students; non-traditional instructional methods, including a computer writing lab; Big Brother/Big Sister networking between sophomores and incoming freshmen, especially for minority students; and tutoring in basic math and English skills.

The Senate's representative to the Academic Planning Committee announced that the Committee had formulated policies to reduce difficulties for students changing schools or colleges within the System and would recommend these policies to the Provost.

Similar concerns were discussed at the meeting of the newly formed Academic Policy Coordinating Committee according to the Senate's representative. Provost Smith, who chairs the Committee, stressed that he expected decisions would be arrived at by consensus recognizing "the desirability of achieving a healthy balance between system unity and campus autonomy." (4/21/89, p. 26)

The Senate elected the following slate of officers for the 1989-90 academic year: Chair, Deborah B. Cureton (USC- Lancaster); Vice Chair, Nancy H. Washington (Lifelong Learning); Secretary, Rick D. Boulware (USC-Beaufort); Executive Committee Members-at-Large, Carolyn A. West (USC- Sumter) and Ali Pyrali (USC-Salkehatchie); and Immediate Past Chair, Gregory J. Labyak (USC-Union).

1989-1990

The Senate's first meeting of the year was held at the Educational Center at Ft. Jackson. The University is one of several colleges which offer coursework to military and civilian personnel at the Center. The Lifelong Learning faculty who teach at the Center served as hosts to the Senators and guests.

Chair Deborah B. Cureton announced that the Executive Committee had asked Professor Nancy H. Washington of Lifelong Learning to serve as Senate Archivist. Professor Washington told the Senate she was compiling an index to the Faculty Senate Minutes from 1968 to the present. In addition she is collecting photographs and other memorabilia for the Senate archives.

Provost Arthur K. Smith was invited to address the Senate. He indicated that the University had support from the Council of Presidents, the CHE and the Higher Education Subcommittee of the House Ways and Means Committee for full-formula funding for FY 1990-91. The University will continue to push for faculty salary increases of 8% each year until 2001 and will request \$20 million for The Cutting Edge programs.

Dr. Smith told the Senate that the System Academic Policy Coordinating Committee had agreed that each student would be bound by the graduation requirements listed in the catalog which was in force when he or she enrolled as a degree-seeking student. This rule would be in effect for eight years and the student would be allowed to stop out for a period of up to five years. Dr. Smith commented that this issue was perceived to be particularly important to women students at the System campuses because heavy family responsibilities sometimes prevented their enrolling every semester and to military students because out-of-state tours of duty often interrupted their studies.

Dr. Smith was asked about affirmative action goals for the system. He replied that considerable progress had been made at several campuses in recruitment and retention of minority students, but that recruitment of minority faculty had been less successful. He also indicated that interviews for a System Affirmative Action Officer were nearing completion and an offer would be made soon to the most likely candidate.

Dr. John J. Duffy, Chancellor for University Campuses and Continuing Education, urged the Senators to use any influence they might have in their respective communities to retard the movement by the state's technical colleges toward offering college parallel courses in the arts and sciences. A proposal sponsoring this alteration of mission for the technical colleges will come before the CHE in November. Dr. Duffy announced that formal approval would be sought next year for the Bachelor of Arts in Interdisciplinary Studies (BAIS) degree which has been offered at the University Campuses for some years.

Dr. Duffy invited Linda K. Allman, Director of the Library Processing Center, to address the Senate concerning technological progress within the Center and the University Libraries. Ms. Allman told the Senate about the Assembly of Librarians which was established to foster cooperation and communication among the librarians at the system campuses. The Assembly was a driving force in the move to acquire the NOTIS automated library system which serves all campuses of the University. Access to USCAN, the University's online public access catalog, has recently been extended to students in Laurens, Camden and at Ft. Jackson. The Assembly was also instrumental in creating an electronic mail system linking the campus libraries and the Library



Processing Center in order to facilitate exchange of materials via interlibrary loan. More recently, Assembly members have shared knowledge about CD-ROM technology and librarians are introducing this innovation to their campuses as quickly as funds allow.

Dr. Duffy asked James Edwards, Associate Chancellor for Planning to update the Senate on the progress of the Self- Study process. Mr. Edwards reported that all University Campuses had completed mission and goals statements and were working on the assessment process itself. The campuses were using portfolios, questionnaires, and student surveys to gather supportive data and campus faculty organizations and committees were discussing campus organization and policies.

In his written report, Vice Chancellor John N. Gardner, who was not present at the Senate meeting, announced that the University's off-campus programs at Laurens, Hilton Head, Camden and Walterboro as well as cooperative programs between the University Campuses and the System's four-year institutions would be submitted to the CHE in November for a six-month review before final action is taken in May of 1990. Professor Gardner commended the USC-Lancaster campus for a beneficial faculty retreat. He also encouraged campuses faculty to take advantage of a retention seminar to be sponsored by the National Center for the Study of the Freshman Year Experience in October. Professor Gardner announced the inauguration of an annual lecture series designed "to encourage research in the area of distance education and to reinforce the mission of the University of South Carolina System to overcome barriers of time and place in making higher education accessible to learners worldwide." (9/15/89, p. 21) The series, which is co-sponsored by the Office of Telecommunications Instruction and Independent Learning and the College of Library and Information Science, will be called the John J. Duffy Lecture Series.

The Rights and Responsibilities Committee reported on the progress of the Faculty Manual revision. A number of wording changes and clarifications had been suggested over the summer and the revision committee acted upon these. The Committee is still discussing revisions to the Tenure and Promotion section of the Manual.

The Welfare Committee expressed interest in the new Freedom of Information Act and suggested that a speaker be found to address this topic. The Committee will continue to monitor faculty salary and fringe benefits data.

The System Affairs Committee offered a resolution opposing the proposal by the Technical Education System to offer college parallel courses. The resolution, which was adopted by the Senate after some modification, characterized the proposal as "counter-productive to higher education needs in South Carolina...duplicat[ive]...[and] administratively cumbersome...with increased costs" to the state. (9/15/89, p. 27)

The Senate passed a resolution proposed by the Executive Committee concerning state Representative Mike Fair's "Policy Guideline for the Regulation of the Admission of Minors at Certain Dramatical [sic] and Theatrical Performances" at the University of South Carolina. The resolution stated that, as the University operates under state laws already in place which protect minors from obscene material, the Senate is opposed to "the imposition of a separate and special policy on University activities." (9/15/89, p. 28.) The Columbia Campus Faculty Senate had passed a similar resolution earlier in the month.

The University Library Committee representative reported that users of the USCAN database can now access 99% of the holdings of Thomas Cooper Library and about 60% of the holdings of the System campus libraries by using the approximately 175 terminals in place throughout the system.

Chair Cureton reported to the Senate on a meeting of the Affirmative Action Committee at which the University's former Affirmative Action Officer, Paula Cox, was honored. Mrs. Cox's remarks concerning affirmative action at the University are appended to the Minutes. In the report Mrs. Cox indicated that progress had been slow and halting with gains in one area offset by losses in another area. She stated that major barriers to improving the affirmative action profile of the University are: "lack of knowledge, indifference, resistance, denial, lack of broad-based commitment and an absence of accountability measures." (9/15/89, p. 44) "Affirmative Action is a corporate effort;" she continued, "it is the responsibility of everyone at the institution to promote affirmative action and equal opportunity in terms of access, upward mobility and the work and educational environment." (9/15/89, p. 46)

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At the November meeting, held at the USC-Union campus, Dr. Duffy reported that the CHE had accepted the technical colleges' proposal to offer college parallel courses at all of their campuses. While the USC representatives argued that such programs would be duplicative and costly, the technical colleges' arguments concerning access and cost, especially for minority students, were ultimately persuasive. Dr. Duffy submitted statistics showing that USC campuses actually enrolled and graduated a larger number and percentage of minority students than the technical colleges. He also pointed out that USC students pay higher tuition costs than students at the technical colleges because the state funds the two entities differently. Dr. Duffy explained that Vice Chancellor Gardner was not present because he was attending a state education policy seminar for legislators where the recent CHE decision would be discussed. (A lengthy question and answer period which followed Dr. Duffy's remarks is transcribed verbatim in the Minutes.)

Dr. Duffy also reported that the CHE had expressed renewed interest in the possibilities distance education might offer South Carolina students. The USC office of Telecommunications Instruction and Independent Learning facilitates the presentation of television courses in several disciplines and the Graduate Regional Studies program and USCAN online catalog further support students in remote areas.

In his written report Vice Chancellor Gardner mentioned several faculty development opportunities including a CHE- sponsored University Instructional Development Project, University 101 training, a proposed tuition assistance plan for faculty and staff, and the Faculty Exchange program.

In response to the CHE decision to allow the state's technical colleges to offer college parallel courses, the Rights and Responsibilities Committee asked the Senate to support a motion recommending that faculty at the technical colleges be given rights of self-governance, tenure and a guarantee of classroom autonomy. The Senate concurred.

The Senate adopted a resolution honoring J. C. Anderson, Jr., Dean at USC-Sumter. The resolution said, in part, "Whereas Jack Anderson has tirelessly advocated and actively worked to preserve the integrity of the University of South Carolina System during his administrative tenure...the University Campuses Faculty Senate gratefully acknowledges his energetic and conscientious efforts on behalf of the University System." (11/17/89, p. 3)

The System Affairs Committee expressed an interest in developing an "adult learner baccalaureate degree" (11/17/89, p. 4) to be offered at the University Campuses.

At the behest of the Executive Committee, the Senate agreed to form an ad hoc committee to "promote the public image of the University Campuses." (Ibid.)

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Special guests at the February meeting at USC-Lancaster were Dr. George D. Terry, System Vice President for Libraries and Collections and Dr. Arthur P. Young, the new Dean of Libraries. Drs. Terry and Young discussed system library services and continuing updates to the NOTIS system.

Chancellor Duffy reported on recent interest expressed at USC-Beaufort and USC-Sumter to seek four-year status. He explained that any proposals offered would progress from the campus to the Chancellor's office and thence to the President of the University, the Board of Trustees and the Commission on Higher Education. Dr. Duffy reported that the University's appropriation for the 1990-91 fiscal year might be endangered, as would those of other agencies, because of the costs resulting from Hurricane Hugo which had devastated parts of South Carolina in September 1989.

The Rights and Responsibilities Committee announced that a final version of the revised Faculty Manual was ready to be sent to the campuses.

In response to strictures from the CHE, the Senate voted to cease offering credit for the following developmental courses: English 99, English 100, Math 100 and UCAM 120. The courses will continue to be taught for students who need them for remedial purposes.

The Senate's representative to the System Academic Coordinating Committee reported that the Committee had crystallized its mission as follows: "to make recommendations to the President and the Faculty Senates on certain academic policies which have systemwide implications." (2/16/90, p. 11) The representative stated that "although the System Academic Coordinating Committee actions to date fall somewhat short of our initial hopes, the communication it fosters among system faculty may have long term beneficial impact on the entire USC System." (2/16/90, p. 5)

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As had become traditional, the Senate's April meeting was held at USC-Beaufort. Dr. Duffy reported that the coming year's budget would probably be severely reduced and that the current hiring freeze was likely to continue to the end of the fiscal year. He announced that funds had been put into the University Campuses budgets to allow for tuition reduction. The intent of this action was to more nearly equalize tuition costs between the University Campuses and the state's technical colleges. Incremental raises will be retained, but faculty salary increases, if any, have not been set.

Vice Chancellor Gardner told the Senate that the faculty at USC-Sumter had implemented the Integrated Skills Reinforcement Project which had been presented to the Senate last year. He encouraged other campuses to consider a similar project.

The Senate voted to send the final draft of the Faculty Manual forward for administrative review. Professor Gardner explained that the Manual would be examined by the Chancellor's Office, the Deans of the University Campuses, the Office of the System Vice President for Personnel and the University's Legal Counsel.

The Senate unanimously endorsed a resolution proposed by the Welfare Committee to honor the late Dr. Milton S. Baker. Dr. Baker had served as Special Assistant to the Chancellor of University Campuses and Continuing Education and, as such, had worked closely with the Senate's Welfare Committee in compiling annual salary data. The resolution lauded Dr. Baker's "exemplary standard of thoroughness and high responsibility,...[his] cooperation and willing spirit ...[and his] wise counsel and steady friendship" (4/13/90, p. 3) to the University Campuses.

The Senate approved core curriculum changes for USC- Sumter and associate degree requirements for USC-Beaufort.

The Senate's representative to the Academic Forward Planning Committee reported that the Committee had completed its response to the Columbia Faculty Senate's Welfare Committee concerning expanding aspirations of the System Campuses. The Academic Forward Planning Committee stressed the need to use the Self-Study process as an opportunity, stating that "the future growth of the University System as a whole, and the relationships among the nine campuses in particular, need to be carefully re-examined, with an eye toward fostering more comprehensive and integrated planning." (4/13/90, p. 33)

The Senate's representative to the System Academic Policy Coordinating Committee reported on the give and take which had occurred at the Committee's meetings concerning grading system revision and stop out time periods. He expressed the opinion that the attitude of partisan advocacy of local campus interests which originally prevailed on the committee is giving way to increased understanding of the system and willingness to work together to solve some of its problems. Many faculty of the four-year institutions have been isolated from awareness and appreciation of the system, as they have not had the benefit of participation in a multi-campus body such as the University Campuses Faculty Senate with its spirit of mutual support and high quality of communication. (4/13/90, p. 6)

Chancellor Duffy presented recognition plaques to two faculty members for their outstanding service to the University Campuses: Professor Samuel C. Greenly, Distinguished Professor Emeritus of Psychology; and Professor Marion D. Preacher, Professor Emeritus of Sociology.

The Senate unanimously endorsed a resolution presented by the Executive Committee honoring Ada B. Thomas, who served for many years as an advisor to University Campuses students transferring to the Columbia Campus. The resolution mentioned Mrs. Thomas's "uncompromising dedication...[and] total commitment to the betterment of the student academic experience" and stated that "she has gone above and beyond the expected to ensure that all students are treated with fairness and compassion." (4/13/90, p. 8) The resolution went on to state that the University Campuses Faculty Senate was thereby establishing the Ada B. Thomas Scholarship Fund for the benefit of students transferring from one of the University Campuses to the Columbia Campus.

Elected to lead the Senate for the following year were: Chair, Nancy H. Washington (Lifelong Learning); Vice Chair, Rick D. Boulware (USC-Beaufort); Secretary, Carolyn A. West (USC-Sumter); Executive Committee Members-At-Large, Tandy R. Willis (USC-Union) and Ali Pyarali (USC-Salkehatchie); and Immediate Past Chair, Deborah B. Cureton (USC-Lancaster).

After welcoming Senators and guests to the September meeting in Columbia, Chair Nancy H. Washington distributed copies of the first edition of Information for New Senators. Creation of this brochure, which included orientation and historical information for new members of the Senate, had been suggested by Immediate Past Chair Deborah B. Cureton and was compiled on behalf of the Executive Committee by Professor Washington.

Interim President Arthur K. Smith addressed the Senate concerning upcoming events. He indicated that, in a tight budget year, University Campuses will have an additional challenge as they deal with reduced tuition rates imposed by the Holderman-Morris TEC Articulation agreement aimed at more nearly equalizing tuition charges between the technical colleges and the University Campuses. Dr. Smith characterized the coming year as one of transition as the search for a new president proceeds, the reaccreditation process continues and the last decade before the two hundredth anniversary of the University's founding begins. The University will also be involved during the year in working with the Council of Presidents and the Commission on Higher Education on long range statewide planning for higher education.

Reports from the campus Deans revealed increased enrollments at all campuses in spite of decreased numbers of military students at both USC-Beaufort and USC-Sumter due to the deployment of troops to Saudi Arabia. Building and renovation projects at several campuses were mentioned including the classroom/performing arts center at USC- Beaufort, Hubbard Hall at USC-Lancaster, the new Learning Resources Center for USC-Salkehatchie at Allendale, and the proposed new library at USC-Sumter. Both USC-Union and USC- Salkehatchie announced twenty-fifth anniversary celebrations during the year with numerous activities including artistic performances, convocations, picnics and dinners being planned. Lifelong Learning faculty announced the inauguration of a program called Neighborhood Courses. The program will provide eight-week sessions in two or three Columbia suburbs during the year.

Chancellor for University Campuses and Continuing Education, John J. Duffy congratulated the campuses on their enrollment increases and announced that Interim President Smith would be visiting each System campus during the fall semester. Dr. Duffy reported to the Senate on a meeting he had attended that morning at which the CHE presented the Council of Presidents with a plan to deal with critical issues in higher education in the state. Dr. Duffy remarked that, in the past, such plans had been the product of broad input from the public, business, political and academic elements in the state. The current plan, he stated, has been constructed solely by the staff of the CHE whose expertise is concentrated primarily in the area of community college education. The plan calls for the sequestering of funds from regular appropriations to support The Cutting Edge projects. Dr. Duffy expressed a major concern about the CHE's attempted inroads into the area of governance, traditionally a faculty prerogative.

Vice Chancellor John N. Gardner reported that the Bachelor of Arts in Interdisciplinary Studies (BAIS) degree, which has been available at the University Campuses under the auspices of the College of Applied and Professional Sciences for about ten years, will be presented to the CHE for an informal review this fall.

The Rights and Responsibilities Committee advised the Senate that the Board of Trustees had directed the University's five Faculty Senates to revise their Grievance Procedures as suggested by the University's Legal Office. Consequently, the Committee proposed and the Senate approved a new Grievance Procedure which provides greater protection for faculty by clarifying the time table

and procedures for the grievance process and by delineating grievable actions. The Committee reported that the revised Faculty Manual, including the new Grievance Procedure would be available at the November meeting. The Committee indicated, however, that the Tenure and Promotion section of the Manual needed further revision. To this end, the Committee recommended that both the local and System Tenure and Promotion Committees submit suggestions for improving the process before the February meeting. The Committee would thereby be able to present a revision to the Senate in February, with final approval expected at the April meeting. Ensuing discussion revealed that a principal failing of the current tenure and promotion process at the campus level is that files are sent to the System Committee with numerical votes only and without written justifications for the votes. Professor Gardner pointed out that the University Campuses were the only unit in the University which had never provided these types of commentaries and that such information would enable the System Committee and the Chancellor's Office to make more equitable decisions. Upon the conclusion of the discussion, the Senate voted to approve the Committee's recommendation.

The Order of the Agenda was suspended at this point to permit the presentation of a resolution honoring Dr. Harry E. Varney, Dean of the College of Applied and Professional Sciences. The resolution, which was passed unanimously by the Senate, praised Dean Varney for his "support of the University Campuses over two decades," his "genuine interest in the welfare of students and faculty on the University Campuses," and his "understanding of the unique needs of non-traditional students at the University Campuses." (9/21/90, p. 10)

The Senate approved a core curriculum for the USC- Lancaster campus.

The Senate's representative to the System Academic Policy Coordinating Committee announced that compromises had been worked out concerning the new System degree requirement policy. Major sticking points had been the number of years a student could claim the curricular rights of a specific Bulletin and the number of years a student could drop out and still claim the rights of a specific Bulletin when returning. The final decisions set these provisions at eight years and three years respectively.

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At the November meeting at USC-Sumter the Senate heard both Dr. Thomas D. Lisk, Academic Dean at USC-Sumter and Professor John F. Logue of the USC-Sumter faculty report on the implementation of the Integrated Skills Reinforcement (ISR) faculty development project at the campus. Both speakers emphasized the value of the project, but added that it was very time-consuming. Participating faculty members were allowed three hours of release time to take part in the project. Dean Lisk expressed appreciation to Vice Chancellor Gardner for providing funding to bring the originator of ISR, Dr. JoAnn Anderson, to speak to the Senate and to conduct training sessions at USC-Sumter when the project was inaugurated.

Chancellor Duffy reported that the CHE master plan for higher education for South Carolina will be revised to allow for input from the educational institutions and citizens of the state. The CHE will be considering four-year status for USC-Sumter, the BAIS degree, and adoption of the Learning Center concept for the University Campuses during the remainder of the year.

Vice Chancellor Gardner commended the Senate and its agencies, the Rights and Responsibilities Committee and the Faculty Manual Revision Committee for the collegial and

professional manner in which they had worked with the University administration to produce the new edition of the Manual. He particularly praised Professor Jerry Dockery of Lifelong Learning, who chaired the Revision Committee.

Professor Gardner told the Senate the Chancellor's Office was working with the Vice President for Personnel Services to bring a workshop/program on the subject of sexual harassment to each of the University Campuses for the benefit of both faculty and staff.

The Rights and Responsibilities Committee recommended several changes to revisions which campus deans had requested be made to the new edition of the Faculty Manual. The changes concerned tenure and promotion procedures, the constitution of local faculty search committees, and faculty workload. Dr. Duffy advised the Senate that he had not made any decisions about the deans' proposed changes but welcomed the input the Senate expressed by its votes on these matters.

The Welfare Committee recommended that "all campuses adopt the Columbia model of 6.25% for overload reimbursement during the regular academic year." (11/16/90, p. 4) The Senate voted to support this recommendation.

The System Affairs Committee distributed a form for faculty members to use to apply for the Visiting Scholars Program and encouraged Senators to promote the program at their individual campuses.

The Executive Committee announced that, in anticipation of the Senate's twenty-fifth anniversary in 1992-93, it had authorized Professor Nancy H. Washington to compile a narrative history of the Senate as well as to supervise the collection of oral histories from past participants in the Senate's activities.

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At the Senate's February meeting on the Allendale campus of USC-Salkehatchie, Associate Chancellor for Planning and Special Projects, James W. Edwards reported that the visiting teams from the Southern Association of Colleges and Schools would be arriving in about two weeks. He thanked and commended all faculty from the University Campuses who had participated in the Self-Study process.

Vice Chancellor Gardner explained that Dr. Duffy was not present because he was attending a meeting of the Deans of the National Continuing Education Association. Professor Gardner announced that Dr. John M. Palms would assume his duties as the new President of the University in March. He also announced that the Board of Trustees had established an ad hoc Committee on the System in order "to bring System matters and concerns directly to the attention of the Board." (2/15/91, p. 11.)

The Senate voted to support a motion from the Rights and Responsibilities Committee that the Faculty Manual be published as soon as possible and that copies be made available to all faculty, including new appointees.

The Senate approved a recommendation from the System Affairs Committee stating that the Senate supports the formulation of academic forgiveness policies for students throughout the USC System. This matter is one which is being discussed by both the Academic Planning Committee and the System Academic Policy Coordinating Committee.



Speaking for the Executive Committee, Chair Washington presented a resolution of thanks to Dr. Carolyn West "for her dedicated service as the University Campuses Faculty Senate representative to the USC Presidential Search Committee during 1990-91." The resolution continues, "Dr. West's expenditure in both time and energy, as well as her invaluable input into the deliberations of the committee, represent a generous contribution and a high level of service to the University Campuses as well as to the University as a whole." (2/15/91, pp. 2-3) The Senate expressed its hearty support of the resolution by prolonged applause.

The Senate's representative to the Faculty/Board of Trustees Liaison Committee announced that the Board had approved the proposal of USC-Beaufort to establish the Penn Education Center and the proposal of USC-Sumter to seek four- year status.

The Senate voted to investigate and make recommendations concerning the proposed offering of technical-college type courses at USC-Salkehatchie.

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The April meeting of the Senate was held on the USC- Columbia Campus. Featured speaker was the University's new President, Dr. John M. Palms. Dr. Palms told the Senate he had had enjoyable and enlightening visits to all of the System campuses since he took office in March. He challenged the Senate to seek ways to "enrich the concept of faculty governance within the System and to provide stronger linkages between all components of the System." (4/19/91, p. 3) Dr. Palms acknowledged the growing compatibility between the campuses in the areas of curriculum, programs and student transfer among the campuses and he stressed continued sharing of resources and information.

In his written report Chancellor Duffy, who was unable to be present, noted that he and the Vice Chancellor had accompanied Dr. Palms on his visits to the University Campuses. An impressive number of faculty, students and community leaders had turned out to welcome them in every case, and Dr. Duffy felt the President had had an opportunity to judge the strengths of each campus. Dr. Duffy mentioned the budget cuts which were made in February and indicated that funding for the next fiscal year looked bleak. On a more positive note, he announced that the bond bill to fund about \$41 million of building projects for the University had reached the state Senate. University Campuses items included in the bill are a library addition for USC-Sumter, an auditorium at USC-Lancaster, campus development money for USC-Salkehatchie and renovation of the Penn Community Center at Beaufort.

In his written report Vice Chancellor Gardner told the Senate that the new edition of the Faculty Manual would be available for the consideration of the Board of Trustees at its June meeting and that publication and distribution would proceed soon thereafter. He explained that the Chancellor had decided to respect the recommendation of the System Legal Department and delete from the manual Appendix VII which contains the American Association of University Professors Guidelines. Dr. Duffy's reasoning was that the manual includes a statement that the University adheres to these guidelines in principle; however, the University is not contractually bound by them. Professor Gardner noted that the CHE review of the BAIS degree had been delayed and would be acted on in November.

The Rights and Responsibilities Committee took exception to Dr. Duffy's deletion of the Appendix VII from the Faculty Manual. A motion from the Committee asked the Senate to instruct the chair of the Committee to "pursue advice and counsel from the legal segment of the AAUP for the purposes of maintaining Appendix seven as part of the supporting documentation

for the University Campuses Faculty Manual." (4/19/91, p. 4) The Committee argued that there was a significant difference between actually publishing the Guidelines in the manual and stating that they are adhered to in principle. Professor Gardner expressed concern that further consideration of Appendix VII would delay review and printing of the manual. Nevertheless, the Senate voted to uphold the Committee's resolution.

The Rights and Responsibilities Committee also reported that it was considering evaluation procedures and tenure and promotion procedures at the various campuses. The creation of System Criteria for tenure and promotion was discussed, as was the need for local tenure and promotion committees to provide documentation concerning their decisions.

Officers elected for the coming year were: Chair, Rick D. Roulware (USC-Beaufort); Vice Chair, Carolyn A. West (USC- Sumter); Secretary, Tandy R. Willis (USC-Union); Executive Committee Members-At Large, Ali Pyarali (USC-Salkehatchie) and John Catalano (USC-Lancaster; and Immediate Past Chair, Nancy H. Washington (Lifelong Learning).

The Senate convened in September with a new name, the Regional Campuses Faculty Senate. Budget constraints dictated that all Senate meetings during the 1991-92 academic year be held in Columbia.

At the September meeting, President John M. Palms addressed the Senate with observations about the University System and the place of the Regional Campuses in it. He complimented the faculty on the "impact you are having on your students and on your community and the support that you receive from the community elders and from your local commissions." (9/20/91, p. 16) He went on to say that community impact is one of the reasons he is committed to the System. Dr. Palms characterized the past year's private funding of about \$28 million as "record-breaking" and "a remarkable vote of confidence." "We've tried to show the people," he said, "through communication and through accountability that we're worthy of their support, and that we're still an institution that is vital to the progress that this state needs to make in its economic progress, its quality of life and its cultural evolution." (Ibid.)

In discussing the University System, Dr. Palms told the Senate he had studied the Regional Campuses' Self-Study documents as well as the Southern Association's responses, had visited each of the campuses on several occasions, and had sponsored a Systemwide conference to explore strengths and opportunities open to the University at this time. By these methods he said he hoped the University could "define a strategic philosophy,...revise individual [campus] mission statements,...set up specific goals and tactics,...improve the governance of our University System and the allocation of resources,...and to have that strategic academic philosophy affect our curriculum and our programs for our students." (Ibid.)

Dr. Palms concluded his remarks by mentioning several characteristics of a university that he wished to see more fully developed at USC. These included: 1) commitment to objectivity in creating, imparting and using knowledge; 2) commitment to respecting the dignity of everyone in this community of scholars, professionals, and students; 3) commitment to conducting work that is selfless and not self-serving; 4) commitment to honesty in teaching, research and service; 5) commitment to collegial behavior that enhances the development of faculty and staff colleagues; 6) commitment to a code of ethics that upholds and strengthens our rules, regulations and governance procedures; and 7) commitment to integrity in treating students, staff and each other with fairness, trust and decency. (9/20/91, pp. 16-17)

Dr. David A. Bell, Associate Provost for Institutional Planning and Research told the Senate about a large grant received by the University from the Fund for the Improvement of Post-Secondary Education (FIPSE) which is directed by the U. S. Department of Education. The purpose of the three-year grant is "to develop a model for system-based assessment that will work here and may be used at other universities." (9/20/91, p. 4) The project will bring together approximately forty-eight faculty members from across the System in "discipline-related teams" to develop "course modules" for selected courses from the core curriculum. (Ibid.) The program will entail summer workshops led by nationally recognized experts in the field of assessment as well as planning and development sessions during the academic year. An additional goal of the project is the development of communication, common goals, and effectiveness of teaching among the various representatives of each discipline.

Dr. John J. Duffy, Vice Provost for Regional Campuses and Continuing Education, explained the Campuses' name change and his own title change. The decision to change the name

of the University's five two-year institutions from "University Campuses" to "Regional Campuses" grew out of the reaccreditation process and "a desire on the part of the President to show that our campuses are more closely interlinked with Columbia." (9/20/91, p. 5) In addition, Dr. Duffy explained the old term had caused some confusion and the new term is more generally understood nationally. Dr. Duffy's new title reflects the closer ties constructed between the Regional Campuses and the Columbia Campus during the Self-Study process and also emphasizes the ties both Dr. Duffy and the campuses have to the University's chief academic officer, the Provost.

Dr. Duffy was asked to comment on the movement to offer technical courses at USC-Salkehatchie. He responded that this was a possibility because there was no technical college close to Allendale and there was a need to provide some technical courses to the citizens in the area. He stated that he did not foresee the likelihood of similar movements at any of the other Regional Campuses.

Associate Vice Provost John N. Gardner told the Senate that the CHE had given a negative review to the draft proposal for the BIAS degree for the Regional Campuses. The proposal will be revised by the faculty of the College of Applied and Professional Sciences which administers and awards the degree. Professor Gardner indicated that the Faculty Exchange Program was being reviewed for continued funding because of the reduced budget. The Vice Provost's Office has presented the Provost with a position paper emphasizing the value of the program to the Regional Campuses.

Professor Gardner urged the Senate members to take an assertive role in making recommendations about the philosophy and substance of the University as the new administration goes about the task of redefining and restructuring the institution.

The Senate voted to support the request of the Rights and Responsibilities Committee for "a statistical summary of tenure and promotion decisions" (9/20/91, p. 10) to be provided by the secretary of the System Tenure and Promotion Committee each year.

After a lengthy discussion concerning the frequent failure of the University Curricula and Courses Committee to consult with and/or inform Regional Campuses faculty about changes in courses which are taught on the Campuses, the Senate voted to communicate its concerns to the Committee and request that proposed changes be discussed with appropriate faculty from the Regional Campuses before decisions are made.

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At the November meeting, Dean J. C. Alexander, Jr. of USC-Sumter updated the Senate about his campus's efforts to gain CHE approval for a four-year program in business. Even though CHE's Academic Affairs Committee endorsed the program, the CHE staff emphasized to the full Commission that offering a single baccalaureate degree would transform USC-Sumter into a four-year institution, an eventuality the CHE staff strongly opposes.

Dean Chris P. Plyler of USC-Beaufort announced that the Early Childhood/Family-at-Risk phase of the newly established Penn Center Initiative was underway. The project is a cooperative effort between the campus and the College of Education at USC-Columbia.

Vice Provost Duffy reported on several pending items: 1) the Faculty Exchange Program will be funded 2) work on the System philosophy continues and the President will revisit each campus in the spring to discuss it further 3) reorganization of the USC System libraries was

recommended by the SACS visiting committee and 4) the Faculty Manual will go to the President shortly.

Associate Provost Gardner announced that he would be representing the Regional Campuses on both the Provost Search Committee and the Core Curriculum Revision Task Force. The latter group was created in response to a recommendation of the SACS team and will "reevaluate the implementation of the core curriculum, paying particular attention to requirements in mathematics and interpersonal communication." (11/15/91, p. 15).

The Senate engaged in a lengthy discussion about the possibility of increased representation for the Regional Campuses on the Provost Search Committee. Motions were offered both to request that an additional representative be added from the ranks of the faculty and that Professor Gardner be replaced by a faculty member. Because the search process was already underway and was expected to be quite time-consuming, the Senate voted to retain Professor Gardner as its representative. In addition, the Senate voted to request President Palms to allow Regional Campuses faculty representation on future System search committees. Should the President decide to expand the Provost Search Committee by adding a Regional Campuses faculty member, the Senate authorized the Executive Committee to make this appointment.

The Senate voted unanimously to adopt a resolution from the Rights and Responsibilities Committee which read as follows:

The Faculty Senate does not support the concept of USC-Salkehatchie's exploration of offering technical programs on the grounds that it has strong local opposition, is no longer supported by the Vice Provost's Office, and that it may dilute faculty rights with repercussions throughout the System. We also recommend that no further University funds be spent in pursuit of this matter. (11/15/91, p. 7)

The Rights and Responsibilities Committee announced that it was in the process of compiling a sample tenure and promotion file for the benefit of future candidates for academic advancement.

The Senate's representative to the Academic Planning Committee reported on the Committee's discussion of the draft philosophy of the University System. The report concluded that, "A general point of agreement involved the need for 'fair faculty representation' in the decision-making process to move ahead with system integration, a singular faculty governance system, and the development of common curricular goals." (11/15/91, p. 21)

The Senate voted to require that at least one representative to the System Tenure and Promotion Committee from each campus be a Full Professor and that the other representative be an Associate Professor.

The Senate voted to instruct the Executive Committee to "discuss the issue of faculty governance in light of the President's strategic philosophy initiative and make recommendations on behalf of the Senate...to the Academic Planning Committee." (11/15/91, p. 13)

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At the February meeting President Palms spoke to the Senate about the System Philosophy statement. He suggested that the Senate might want to develop a substantive role for itself in the changing System.

Vice Provost Duffy reported that the Business Program Proposal for USC-Sumter had been withdrawn from the agenda of the CHE because it was feared its passage would endanger the accreditation of the College of Business Administration at USC-Columbia. Dr. Duffy reported that faculty members from each of the Regional Campuses would be participating in the FIPSE project in the summer. The project will focus on integrating assessment processes into the framework of one core course in each of the following four disciplines: English, mathematics, biology and history.

Dr. Duffy announced that the next fiscal year's budget base would reflect the current year's cuts including the additional 1% cut which was taken February 15. In addition, the University will have to use general appropriation funds to provide for any raises the Legislature may declare due state employees. After some delay, the Governor signed the capital bond bill which will provide a new auditorium for USC-Lancaster, a library addition at USC-Sumter and support for the Penn Center Initiative at USC-Beaufort.

Associate Provost Gardner reported that the Faculty Manual was being reviewed by the University Legal Office.

The Rights and Responsibilities Committee reported that it was seeking input from former members of System Tenure and Promotion Committees concerning the design of a new Tenure and Promotion Form. The Committee is also studying a suggestion that faculty be asked to evaluate division chairs and higher administrators.

The Faculty Welfare Committee met with a representative of the University Welfare Committee and approved that Committee's "Policy on Outside Professional Activities." The Faculty Welfare Committee recorded its concern about "the deterioration of benefits and financial support in instructional programs on all campuses," and commended President Palms' recent letter to the Honorable William Boan "concerning salary increases and tuition assistance." (2/21/92, p. 5)

The Senate approved curriculum changes for the associate degrees in Commercial Science and Nursing at USC-Lancaster.

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At the April meeting Vice Provost Duffy told the Senate that discussions were being held between USC-Union and Piedmont Technical College about courses being offered by both institutions in Laurens. Concern was expressed about the provision of library facilities to Laurens students. Dr. Duffy replied that "precedents already exist to work out library problems and we cannot deny access in a publicly-funded institution, even though we could require some restrictions on usage." (4/10/92, p. 2)

Associate Provost Gardner reported that the Columbia Faculty Senate had accepted the Academic Forgiveness Policy which had been drafted by the Scholastic Standards and Petitions Committee with input from representatives of the various USC campuses. He indicated that the policy will greatly benefit adult learners at the Regional Campuses.

Professor Gardner reported that the searches for both the Provost and the Affirmative Action Officer were proceeding and that interested faculty from all campuses would have opportunities to meet with the candidates for each position.

The Senate voted to support a motion from the Rights and Responsibilities Committee urging that "Regional Campus faculty have full voice in any discussion process regarding USC Regional Campuses and Technical College negotiations and/or agreements..." (4/10/92, p. 3)

The Senate voted to join the Columbia Faculty Senate in accepting the Academic Forgiveness Policy. The Policy, which applies to undergraduate students on all campuses, is included in the Minutes.

Expressing concern for the protection of academic integrity and the insurance of full transferability of courses, the System Affairs Committee proposed a general policy statement patterned after SACS criteria 4.3. The proposal, which was approved by the Senate, stated that "The Regional Campuses of the University of South Carolina are committed to equivalence within the University System of courses with identical designations regardless of delivery system or location, while preserving academic freedom." (4/10/92, p. 5)

Further concern was expressed about "the direction of negotiations between Regional Campuses and schools in the Technical College system, especially in regard to faculty governance issues and shared facilities." (4/10/92, p. 8) In response to this concern the Senate passed the following motion:

Course duplication only is not as important as the preservation of the integrity of the academic program, and courses should not be modified on that basis only. We, as a body, do not accept that as sufficient justification on any of our campuses or in our Senate. (Ibid.)

Officers elected to lead the Senate during its Silver Anniversary year were: Chair, Carolyn A. West (USC-Sumter); Vice Chair, Tandy R. Willis (USC-Union); Secretary, John Catalano (USC-Lancaster); Executive Committee Members-At-Large, Michael Schoen (Lifelong Learning) and Wayne L. Chilcote (USC-Salkehatchie); and Immediate Past Chair, Rick D. Boulware (USC-Beaufort).

The Regional Campuses Faculty Senate began its Silver Anniversary year with the September meeting held in Columbia. The Senate was addressed by both President John M. Palms and the newly selected Provost, Dr. James C. Moeser.

Dr. Palms focused his remarks on the financial situation confronting the University and on the changes being precipitated both by finances and by the reorganization process. He expressed concern about a nationwide perception that higher education had been over-funded in the past and could accept major budgetary cuts without harm to basic education. He indicated that he was actively combatting this misconception in talks with the Governor and legislative leaders and that, as the economy improved, he intended to continue to push for "our fair share." (9/18/92, p. 7) At present, Dr. Palms stated, the University receives only about 38% of its funding from state appropriations; the remainder comes from grants, gifts and tuition payments.

Dr. Palms mentioned the confirmation of the Columbia Faculty Senate concerning the relationship between the Columbia Campus and the Regional Campuses. He noted that efforts to improve quality and increase efficiency were being looked at from a Systemwide perspective. In response to questions about System planning, President Palms supported input from all campuses stating, "System philosophy development ought to certainly incorporate a coherent sense from all the campuses." (9/18/92, p. 11)

When asked about the role of the Regional Campuses Faculty Senate in working toward the creation of a more meaningful System, Dr. Palms said,

I know you are still struggling with what the real meaning and the purpose of this Senate can be. I think it is very valuable that you all come together. I do think there are generic issues that you can discuss and that there are specific issues you have on your own campuses you can bring up and we can get the collective wisdom and perspective from these other campuses. I think that is part of the value of a System. If nothing else, for all of us to get an appreciation of what our major challenges are in our regions and what the problems are that we encounter--whether it is cooperation with the technical schools or concern about fund raising. (9/18/92. p. 13)

Dr. Palms responded to concerns about the merging of some Regional Campuses with technical colleges in their communities by saying that the University needed to be pro-active in finding ways to cooperate in order to provide students with both the critical thinking skills and the technical skills demanded by today's businesses and industries. "Let's take the high ground," he said, "and take the leadership role and see what we can do." (9/18/92, p. 15)

President Palms introduced Dr. Moeser whom he characterized as "experienced, articulate, [and] a good listener" with "impeccable academic credentials [and] a long career dedicated to teaching and scholarship." (9/18/92, p. 9) Dr. Moeser told the Senate that his work with the Pennsylvania State system had given him an appreciation of some of the problems facing the USC System. He indicated that his first major task would be to establish a Future Committee which would examine all aspects of the University's programs and services. Dr. Moeser stated that,



beginning with the Columbia Campus in 1992-93 and continuing with the System campuses in 1993-94, the Committee would be concerned with the differing missions of the various campuses and would focus on academic priorities. He emphasized that faculty would be heavily involved in the process in an integral way.

Vice Provost and Executive Dean for Regional Campuses and Continuing Education, John J. Duffy congratulated the campuses on their increased enrollment, which he said indicated "healthy growth and stability of the System." (9/18/92, p. 2) Dr. Duffy told the Senate about meetings he had had recently with representatives of the technical college system in which efforts were made to identify common concerns and discuss ways of cooperating for mutual benefit. He indicated that the CHE was interested in conducting a study of the state's two-year institutions of higher learning. An appendix to the Minutes outlines briefly fifteen similar studies concerning this phase of education in South Carolina which were conducted between 1962 and 1992.

Associate Provost John N. Gardner told the Senate that copies of the new Faculty Manual were at long last available. He also indicated that the Faculty Exchange program would again be funded.

The Rights and Responsibilities Committee reported that its main task for the year would be to revise the Tenure and Promotion procedures section of the Manual. The Welfare Committee indicated that it would be concerned with improving faculty development opportunities, a salary study and the impact of library budget cuts on faculty.

The System Affairs Committee members will examine the Senate in terms of structure, processes and image. Especial attention will be paid to relationships with the other senates in the System and with the Board of Trustees. The Regional Campuses' image as perceived on the Columbia Campus will be examined in the areas of quality of programs/faculty, quality of students, costs to Columbia, and competition for the same student pool. In keeping with the need to define roles for all entities of the USC System, the Committee proposed and the Senate approved the following motion:

The Regional Campuses Faculty Senate is committed to the integral role of the Regional Campuses in the development of a meaningful USC System, with every campus within the current System contributing to the definition of this emerging System. (9/18/92, p. 30)

The Committee also recommended that the Executive Committee create an ongoing mechanism to meet the charge which was given to all of the Standing Committees, that is, "to find better ways to develop, document, and communicate to the administration the academic quality and standards which exist at the Regional Campuses." (Ibid.)

The Senate passed a motion submitted by the USC-Beaufort delegation that the Executive Committee create an ad hoc committee "to propose a meaningful model for the USC System including curriculum (to include distance education), governance and inter-campus relations." (9/10/92, p. 5)

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The November meeting of the Senate was held at USC- Union. Featured speaker was Chairman of the Commission on Higher Education, William J. Whitener. Mr. Whitener reviewed actions of the CHE during the past four years concerning planning and effectiveness assessment

for the institutions of higher education in the state. The latest of these was a statewide plan entitled "Choosing South Carolina's Future: A Plan for Higher Education in the 90's." This plan, which was adopted in July 1992, was developed collaboratively by the CHE and the leaders of higher education institutions of the state. Its purpose is to insure that the citizens' most pressing higher education needs are met. When asked about the quality of college parallel instruction being offered at the technical colleges, Dr. Whitener replied that the institutions had received accreditation from the Southern Association of Colleges and Schools and were therefore presumed to be offering quality instruction.

Vice Provost Duffy announced that Dean J. C. Anderson, Jr. of USC-Sumter would retire at the end of the academic year. Associate Vice Provost Gardner was unable to attend the meeting, but in his written report he commended the Regional Campuses faculty members who had participated in the past summer's Fund for the Improvement of Post Secondary Education (FIPSE) grant project. Other faculty will be involved during the next two years. Professor Gardner announced that the CHE had approved a joint baccalaureate in nursing for USC-Beaufort and USC-Aiken. He invited Senators to participate in the University 101 training workshops in January and May of 1993 and in the Annual Conference on the Freshman Year Experience in February 1993.

The Senate's representative to the University Library Committee reported that the USC Medical School holdings will be added to the USCAN database and that a consortium comprised of USC, Clemson and Coastal Carolina had been formed to share automation software and borrowing costs.

The Senate voted to include Regional Campuses librarians in future faculty salary studies. The Senate also decided to invite Dr. David Bell, Associate Provost for Institutional Planning and Research, to attend its meetings and provide updates on the activities of the Future Committee. The Senate voted to support a motion from the System Affairs Committee which reiterated that each campus faculty was responsible for setting its own admission criteria. Dr. Duffy was asked to convey this information to appropriate state education officials such as James R. Morris, President of the Technical College System, Barbara S. Nielsen, State Superintendent of Education, Fred R. Sheheen, Commissioner of Higher Education, and the local Commissions of Higher Education in the areas where USC Regional Campuses are located.

The Senate adjourned to meet again on February 19, 1993 in Columbia for a celebration of the twenty-fifth anniversary of its founding.

**ANNUAL DIRECTORIES**

**REGIONAL CAMPUSES FACULTY SENATE  
JANUARY - MARCH 1968**

**REGIONAL CAMPUSES AND DIRECTORS**

Aiken - William C. Casper  
Beaufort - Darwin B. Bashaw  
Coastal Carolina - Edward M. Singleton  
Florence - Harry E. Varney  
Lancaster - Francis A. Lord  
Salkehatchie - R. Churchill Curtis  
Spartanburg - Norbert A. Stirzaker  
Union - Gilbert S. Guinn

**MEETING DATES AND LOCATIONS**

January 30, 1968 - Columbia  
March 29, 1968 - Columbia  
April 6, 1968 - Columbia

**UNIVERSITY OFFICERS**

President - Thomas F. Jones  
Acting Provost for the Regional Campuses System  
William H. Patterson  
Assistant to the Provost for the Regional Campuses System  
John J. Duffy

**SENATE OFFICERS**

Chairman - William H. Patterson  
Vice Chairman - Harry Robinson  
Co-Vice Chairman - Ray M. Wilson, Jr.  
Secretary - John Bates

**REGIONAL CAMPUSES FACULTY SENATE  
1968 - 1969**

**REGIONAL CAMPUSES AND DIRECTORS**

Aiken - William C. Casper  
Beaufort - Darwin B. Bashaw  
Coastal Carolina - Edward M. Singleton  
Florence - Harry E. Varney  
Lancaster - Francis A. Lord  
Salkehatchie - R. Churchill Curtis  
Spartanburg - Norbert A. Stirzaker  
Union - Gilbert S. Guinn

**MEETING DATES AND LOCATIONS**

October 19, 1968 - Aiken  
December 6, 1968 - Columbia  
February 21, 1969 - Florence  
April 18, 1969 - Fripp Island

**UNIVERSITY OFFICERS**

President - Thomas F. Jones  
Provost - William H. Patterson  
Assistant Provost for the Regional Campuses System  
John J. Duffy

**SENATE OFFICERS**

Chairman - John J. Duffy  
Vice Chairman - Ray M. Wilson, Jr.  
Secretary - William C. Sanders

**COMMITTEE CHAIRMEN**

Rank and Tenure Committee - Anthony Ramano  
Courses and Curricula Committee - Samuel C. Greenly  
Library Committee - Anthony Romano

**REGIONAL CAMPUSES FACULTY SENATE  
1969 - 1970**

**REGIONAL CAMPUSES AND DIRECTORS**

Aiken - William C. Casper  
Beaufort - Darwin B. Bashaw  
Coastal Carolina - Edward M. Singleton  
Florence - Harry E. Varney  
Lancaster - Francis A. Lord  
Salkehatchie - John Casoria  
Spartanburg - Norbert A. Stirzaker  
Union - Gilbert S. Guinn

**MEETING DATES AND LOCATIONS**

October 31, 1969 - Columbia  
December 12, 1969 - Spartanburg  
April 17, 1970 - Beaufort

**UNIVERSITY OFFICERS**

President - Thomas F. Jones  
Provost - William H. Patterson  
Assistant Provost for the Regional Campuses System  
John J. Duffy

**SENATE OFFICERS**

Chairman - John J. Duffy  
Vice-Chairman - James Branham  
Secretary - Timothy Carpenter

**COMMITTEE CHAIRMEN**

Courses, Curriculum, Admissions and Educational Program  
Committee - William Dawson  
Faculty Welfare and Related Matters Committee  
William S. Brockington  
Library Committee - Ray M. Wilson, Jr./Timothy Carpenter

**REPRESENTATIVES TO COLUMBIA COMMITTEES**

Faculty Advisory Committee - Neil Sullivan

**REGIONAL CAMPUSES FACULTY SENATE  
1970 - 1971**

**REGIONAL CAMPUSES AND DIRECTORS**

Aiken - William C. Casper  
Beaufort - Darwin B. Bashaw  
Coastal Carolina - Edward M. Singleton  
Florence - Harry E. Varney  
Lancaster - Francis A. Lord  
Salkehatchie - Carl A. Clayton  
Spartanburg - Norbert A. Stirzaker  
Union - John Casoria

**MEETING DATES AND LOCATIONS**

October 16, 1970 - Spartanburg  
February 19, 1971 - Columbia  
May 1, 1971 - Beaufort

**UNIVERSITY OFFICERS**

President - Thomas F. Jones  
Provost - William H. Patterson  
Associate Provost for Regional Campuses - John J. Duffy  
Assistant Provost for Regional Campuses  
C. Reginald Brasington

**SENATE OFFICERS**

Chairman - John Edmunds  
Secretary - Charles E. Stavelly

**COMMITTEE CHAIRMEN**

Courses, Curriculum, Admissions and Educational Programs  
Committee - (Chairman not recorded)  
Faculty Welfare and Related Matters - Marion D. Preacher  
Library Committee - (Chairman not recorded)

**REPRESENTATIVES TO COLUMBIA COMMITTEES**

Faculty Welfare Committee - Wilton A. Lee

**REGIONAL CAMPUSES FACULTY SENATE  
1971 - 1972**

**REGIONAL CAMPUSES AND DIRECTORS**

Aiken - William C. Casper  
Beaufort - Darwin B. Bashaw  
Coastal Carolina - Edward M. Singleton  
Lancaster - Richard A. Gannaway  
Salkehatchie - Carl A. Clayton  
Spartanburg - Norbert A. Storzaker  
Union - John Casoria

**MEETING DATES AND LOCATIONS**

October 16, 1971 - Columbia  
January 21, 1972 - Union  
March 10, 1972 - Conway

**UNIVERSITY OFFICERS**

President - Thomas F. Jones  
Provost - William H. Patterson  
Associate Provost for Regional Campuses - John J. Duffy

**SENATE OFFICERS**

Chairman - Samuel C. Greenly  
Secretary - C. Reginald Brasington

**COMMITTEE CHAIRMEN**

Courses, Curriculum, Admissions and Educational Programs  
Committee - Lawrence R. Rowland  
Faculty Welfare and Related Matters Committee  
Marion D. Preacher  
Library committee - Franklin B. Ashley

**REPRESENTATIVES TO COLUMBIA COMMITTEES**

Adademic Affairs - C. D. Sullivan



**REGIONAL CAMPUSES FACULTY SENATE  
1972 - 1973**

**REGIONAL CAMPUSES AND DIRECTORS**

Aiken - William C. Casper  
Beaufort - Darwin B. Bashaw  
Coastal Carolina - Edward M. Singleton  
Lancaster - Richard A. Gannaway  
Salkehatchie - Carl A. Clayton  
Spartanburg - Norbert A. Stirzaker  
Union - John Casoria

**MEETING DATES AND LOCATIONS**

September 29, 1972 - Columbia  
February 23, 1973 - Conway

**UNIVERSITY OFFICERS**

President - Thomas F. Jones  
Provost - William H. Patterson  
Vice Provost for Regional Campuses - H. Willard Davis  
Associate Vice Provost for Regional Campuses - John J. Duffy  
Assistant Vice Provost for Regional Campuses  
C. Reginald Brasington

**SENATE OFFICERS**

Chairman - Randolph Clarke  
Vice Chairman - Jimmie E. Nunnery  
Secretary - Joyce B. Parker

**COMMITTEE CHAIRMEN**

Courses, Curriculum, Admissions and Educational Programs  
Committee - Churchill Roberts  
Faculty Welfare and Related Matters Committee  
(Chairman not recorded)  
Library Committee - Franklin B. Ashley

**REPRESENTATIVES TO COLUMBIA COMMITTEES**

Faculty Advisory Committee - Jimmie E. Nunnery  
Faculty Welfare Committee - Samuel C. Greenly  
New Courses and Curricula Committee - Franklin B. Ashley

**REGIONAL CAMPUSES FACULTY SENATE  
1973 - 1974**

**REGIONAL CAMPUSES AND DIRECTORS**

Aiken - William C. Casper  
Beaufort - Darwin B. Bashaw  
Coastal Carolina - Edward M. Singleton  
Lancaster - Richard A. Gannaway  
Military - John J. Powers  
Salkehatchie - Carl A. Clayton  
Spartanburg - Norbert A. Stirzaker  
Sumter - J. C. Anderson, Jr.  
Union - John Casoria

**MEETING DATES AND LOCATIONS**

September 28, 1973 - Columbia  
November 30, 1973 - Aiken  
February 22, 1974 - Spartanburg  
April 5, 1974 - Conway

**UNIVERSITY OFFICERS**

President - Thomas F. Jones  
Provost - William H. Patterson  
Associate Provost and Director of Continuing Education  
Keith E. Davis  
Vice Provost for Regional Campuses - H. Willard Davis  
Associate Vice Provost for Regional Campuses - John J. Duffy  
Assistant Vice Provost for Regional Campuses  
C. Reginald Brasington

**SENATE OFFICERS**

Chairperson - Jimmie E. Nunnery  
Vice Chairperson - Carolyn Wynn  
Secretary - Robert Treacy

**COMMITTEE CHAIRPERSONS**

Courses and Curriculum committee - James Brown  
Faculty Welfare Committee - John E. Stine  
Library Committee - Andrew T. Crosland

**REPRESENTATIVES TO COLUMBIA COMMITTEES**

Faculty Liaison/Board of Trustees Committee  
Jimmie E. Nunnery  
New Courses and Curricula Committee - James Brown  
Academic Forward Planning Committee - James Brown  
Faculty Welfare Committee - Samuel C. Greenly  
Committee for the Restructure and Reorganization of the  
University - Jimmie E. Nunnery  
Committee to Study the Grading System - W. R. Allen  
Provost Search Committee - R. Churchill Curtis

**REGIONAL CAMPUSES FACULTY SENATE  
1974 - 1975**

**REGIONAL CAMPUSES AND DIRECTORS**

Aiken - William C. Casper  
Beaufort - Darwin B. Bashaw  
Coastal Carolina - Edward M. Singleton  
Lancaster - Richard A. Gannaway  
Military - John J. Powers  
Salkehatchie - Carl A. Clayton  
Spartanburg - Olin B. Sansbury, Jr.  
Sumter - J. C. Anderson, Jr.  
Union - John Casoria

**MEETING DATES AND LOCATIONS**

October 4, 1974 - Columbia  
November 22, 1974 - Lancaster  
February 14, 1975 - Sumter  
April 11, 1975 - Beaufort

**UNIVERSITY OFFICERS**

President - William H. Patterson  
Provost - Keith E. Davis  
Vice President for Regional Campuses and Continuing Education  
H. Willard Davis  
Associate Vice President for Regional Campuses  
John J. Duffy  
Assistant Vice President for Regional Campuses  
C. Reginald Brasington

**SENATE OFFICERS**

Chairperson - Carolyn Wynn  
Vice Chairperson - Emily A. Towler  
Secretary - John M. Samaras

**COMMITTEE CHAIRPERSONS**

Rights and Responsibilities Committee - Jimmie E. Nunnery  
Financial Concerns Committee - L. Wade Chittam  
Intra-University Services and Communications Committee  
Andrew T. Crosland

**REPRESENTATIVES TO COLUMBIA COMMITTEES**

Faculty Welfare Committee - Gordon Haist/Jerry M. Dockery  
New Courses and Curricula Committee - W. Calvin Smith  
Academic Advisory and Faculty Liaison Committee - Jimmie E. Nunnery  
Library Committee - Edna E. Shook  
Grade Change Committee - W. R. Allen  
Committee for Reorganization and Restructure of the  
University - Jimmie E. Nunnery  
Task Force on University Organization and Administration - James W. Brown  
Provost Search Committee - R. Churchill Curtis

**REGIONAL CAMPUSES FACULTY SENATE  
1975 - 1976**

**REGIONAL CAMPUSES AND DIRECTORS**

Aiken - William C. Casper  
Beaufort - Darwin B. Bashaw  
Coastal Carolina - Edward M. Singleton  
Lancaster - Richard A. Gannaway  
Military - John J. Powers  
Salkehatchie - Carl A. Clayton  
Spartanburg - Olin B. Sansbury, Jr.  
Sumter - J. C. Anderson, Jr.  
Union - John Casoria

**MEETING DATES AND LOCATIONS**

October 3, 1975 - Columbia  
November 14, 1975 - Spartanburg  
February 13, 1976 - Aiken  
April 2, 1976 - Union

**UNIVERSITY OFFICERS**

President - William H. Patterson  
Provost - Keith E. Davis  
Vice President for Regional Campuses, Continuing Education  
and Research - H. Willard Davis  
Associate Vice President for Regional Campuses  
John J. Duffy

**SENATE OFFICERS**

Chairperson - Emily A. Towler  
Vice Chairperson - Donald D. Weser  
Secretary - Gordon Haist

**COMMITTEE CHAIRPERSONS**

Rights and Responsibilities Committee - John T. Wright  
Financial Concerns Committee - Nancy P. Moore  
Intra-University Services and Communications Committee  
Judy Sessions

**REPRESENTATIVES TO COLUMBIA COMMITTEES**

Academic Advisory and Faculty Liaison Committee  
Carolyn Wynn  
New Courses and Curriculum Committee - Margaret K. Foster  
Faculty Welfare Committee - Harry Shealy  
Library Committee - Conway Henderson

**REGIONAL CAMPUSES FACULTY SENATE  
1976 - 1977**

**REGIONAL CAMPUSES AND DIRECTORS**

Beaufort - Darwin B. Bashaw  
Lancaster - Richard A. Gannaway  
Military - John J. Powers  
Salkehatchie - Carl A. Clayton  
Sumter - J. C. Anderson, Jr.  
Union - John Casoria

**MEETING DATES AND LOCATIONS**

October 15, 1976 - Columbia  
November 19, 1976 - Sumter  
February 11, 1977 - Allendale  
April 1, 1977 - Beaufort

**UNIVERSITY OFFICERS**

President - William H. Patterson  
Provost - Keith E. Davis  
Vice President for Regional Campuses and Research  
H. Willard Davis  
Associate Vice President for Regional Campuses  
John J. Duffy

**SENATE OFFICERS**

Chairperson - Donald D. Weser  
Vice Chairperson - John M. Samaras  
Secretary - Betty J. Martin

**COMMITTEE CHAIRPERSONS**

Rights and Responsibilities Committee - Jimmie E. Nunnery  
Financial Concerns Committee - Margaret K. Foster  
Intra-University Services and Communications Committee  
Judy Sessions

**REPRESENTATIVES TO COLUMBIA COMMITTEES**

Academic Advisory and Faculty Liaison Committee  
Emily A. Towler  
New Courses and Curriculum Committee - Margaret K. Foster  
Faculty Welfare Committee - John Woodward  
Library Committee - John T. Wright

**REGIONAL CAMPUSES FACULTY SENATE**  
1977 - 1978  
(Name changed to Two-Year Campuses Faculty Senate  
in April, 1978)

**REGIONAL CAMPUSES AND DIRECTORS**

Beaufort - Darwin B. Bashaw  
Lancaster - Richard A. Gannaway  
Military - John J. Powers  
Salkehatchie - Carl A. Clayton  
Sumter - J. C. Anderson, Jr.  
Union - John Casoria

**MEETING DATES AND LOCATIONS**

September 23, 1977 - Columbia  
November 11, 1977 - Union  
March 3, 1978 - Lancaster  
April 21, 1978 - Beaufort

**UNIVERSITY OFFICERS**

President - James B. Holderman  
Provost - Keith E. Davis  
Vice President for Regional Campuses and Continuing Education  
John J. Duffy

**SENATE OFFICERS**

Chairperson - John M. Samaras  
Vice Chairperson - John E. Stine  
Secretary - Elizabeth Dunlap  
Member-At-Large - Marion D. Preacher

**COMMITTEE CHAIRPERSONS**

Rights and Responsibilities Committee - Jimmie E. Nunnery  
Financial Concerns Committee - Harold F. Sears  
Intra-University Services and Communications Committee  
Mae Moore

**REPRESENTATIVES TO COLUMBIA COMMITTEES**

Academic Affairs and Faculty Liaison Committee  
Jimmie E. Nunnery  
Academic Forward Planning Committee - John M. Samaras  
Curriculum and New Courses Committee - Margaret K. Foster  
Faculty Welfare Committee - Dinford G. (Pete) Maness  
Library Committee - John T. Wright

**TWO-YEAR CAMPUSES FACULTY SENATE  
1978 - 1979**

**TWO-YEAR CAMPUSES AND DEANS**

Beaufort - Darwin B. Bashaw  
Lancaster - James D. Camp  
Military - John J. Powers  
(Changed to Center for Credit Studies in April 1979)  
Salkehatchie - Carl A. Clayton  
Sumter - J. C. Anderson, Jr.  
Union - John Casoria

**MEETING DATES AND LOCATIONS**

September 29, 1978 - Columbia  
November 17, 1978 - Allendale  
February 23, 1979 - Sumter  
April 20, 1979 - Charleston Naval Base

**UNIVERSITY OFFICERS**

President - James B. Holderman  
Provost - Keith E. Davis  
Vice President for Two-Year Campuses and Continuing Education  
John J. Duffy  
Associate Vice President for Two-Year Campuses and  
Continuing Education - Robert E. Alexander

**SENATE OFFICERS**

Chairperson - John E. Stine  
Vice Chairperson - Elizabeth Dunlap  
Secretary - L. Wade Chittam  
Member-At-Large - Dinford G. (Pete) Maness

**COMMITTEE CHAIRPERSONS**

Rights and Responsibilities Committee - John F. Logue  
Financial Concerns Committee - Lee Craig  
Intra-University Services and Communications Committee  
Rhett DeBruycker

**REPRESENTATIVES TO COLUMBIA COMMITTEES**

University Library Committee - Tandy R. Willis  
University Curricula and New Courses Committee  
Marion D. Preacher  
University Faculty Welfare Committee - Robert B. Castleberry  
Academic Affairs-Faculty Liaison Committee  
Jimmie E. Nunnery  
Academic Forward Planning Committee - John M. Samaras  
System Committee - Elizabeth Dunlap

**TWO-YEAR CAMPUSES FACULTY SENATE  
1979 - 1980**

**TWO-YEAR CAMPUSES AND DEANS**

Beaufort - Darwin B. Bashaw  
Lancaster - James D. Camp  
Center for Credit Studies - John J. Powers  
Salkehatchie - Carl A. Clayton  
Sumter - J. C. Anderson, Jr.  
Union - William J. Whitener

**MEETING DATES AND LOCATIONS**

September 21, 1979 - Columbia  
November 16, 1979 - Union  
February 15, 1980 - Lancaster  
April 11, 1980 - Beaufort

**UNIVERSITY OFFICERS**

President - James B. Holderman  
Provost - Francis T. Borkowski  
System Vice President for Two-Year Campuses and  
Continuing Education - John J. Duffy  
Associate Vice President for Two-Year Campuses and  
Continuing Education - Robert E. Alexander

**SENATE OFFICERS**

Chairperson - Elizabeth Dunlap  
Vice Chairperson - Dinford G. (Pete) Maness  
Secretary - James T. Otten  
Member-At-Large - L. Wade Chittam

**COMMITTEE CHAIRPERSONS**

Rights and Responsibilities Committee - Jimmie E. Nunnery  
Financial Concerns Committee - Wayne Thurman  
Intra-University Services and Communications Committee  
Tandy R. Willis

**REPRESENTATIVES TO COLUMBIA COMMITTEES**

University Library Committee - Tandy R. Willis  
University Curricula and New Courses Committee  
Marion D. Preacher  
University Faculty Welfare Committee - Jerry M. Dockery  
Academic Affairs-Faculty Liaison Committee  
Jimmie E. Nunnery  
Academic Forward Planning Committee - John M. Samaras  
System Committee - Elizabeth Dunlap



**TWO-YEAR CAMPUSES FACULTY SENATE  
1980 - 1981**

**TWO-YEAR CAMPUSES AND DEANS**

Beaufort - Darwin B. Bashaw  
Lancaster - James D. Camp  
Center for Credit Studies/Lifelong Learning - John J. Powers  
Salkehatchie - Carl A. Clayton  
Sumter - J. C. Anderson, Jr.  
Union - William J. Whitener

**MEETING DATES AND LOCATIONS**

September 26, 1980 - Columbia  
November 14, 1980 - Allendale  
February 13, 1981 - Sumter  
April 3, 1981 - Beaufort

**UNIVERSITY OFFICERS**

President - James B. Holderman  
Provost - Francis T. Borkowski  
System Vice President for Two-Year Campuses and  
Continuing Education - John J. Duffy  
Associate Vice President for Two-Year Campuses and  
Continuing Education - Robert E. Alexander

**SENATE OFFICERS**

Chairperson - Dinford G. (Pete) Maness  
Vice Chairperson - James T. Otten  
Secretary - William T. Cordray  
Member-At-Large - L. Wade Chittam

**COMMITTEE CHAIRPERSONS**

Rights and Responsibilities Committee - Jimmie E. Nunnery  
Financial Concerns Committee - Lee Craig  
Intra-University Services and Communications Committee  
Sherre H. Dryden

**REPRESENTATIVES TO COLUMBIA COMMITTEES**

University Library Committee - Tandy R. Willis  
University Curricula and New Courses Committee  
Marion D. Preacher  
University Faculty Welfare Committee - Elizabeth Baldwin  
Academic Affairs-Faculty Liaison Committee  
Jimmie E. Nunnery  
Academic Forward Planning Committee - John M. Samaras  
System Committee - Jimmie E. Nunnery

**TWO-YEAR CAMPUSES FACULTY SENATE  
1981 - 1982**

**TWO-YEAR CAMPUSES AND DEANS**

Beaufort - Darwin B. Bashaw  
Lancaster - John R. Arnold  
Lifelong Learning - John J. Powers  
Salkehatchie - Carl A. Clayton  
Sumter - J. C. Anderson, Jr.  
Union - William J. Whitener

**MEETING DATES AND LOCATIONS**

September 18, 1981 - Columbia  
November 13, 1981 - Union  
February 12, 1982 - Lancaster  
April 16, 1982 - Beaufort

**UNIVERSITY OFFICERS**

President - James B. Holderman  
Provost - Francis T. Borkowski  
System Vice President for Two-Year Campuses and  
Continuing Education - John J. Duffy  
Associate Vice President for Two-Year Campuses and  
Continuing Education - Robert E. Alexander

**SENATE OFFICERS**

Chairperson - James T. Otten  
Vice Chairperson - William T. Cordray  
Secretary - Elizabeth Baldwin/Sarah B. (Sally) Johns  
Members-At-Large - Rodney H. Sproatt and L. Wade Chittam

**COMMITTEE CHAIRPERSONS**

Rights and Responsibilities Committee - Jimmie E. Nunnery  
Financial Concerns Committee - Mark Lidman  
Intra-University Services and Communications Committee  
Jean Gray

**REPRESENTATIVES TO COLUMBIA COMMITTEES**

University Library Committee - Tandy R. Willis  
University Curricula and New Courses Committee  
J. T. Myers  
University Faculty Welfare Committee - Jerry M. Dockery  
Academic Affairs-Faculty Liaison Committee - John M. Samaras  
Academic Forward Planning Committee - Lawrence S. Rowland  
System Committee - Jimmie E. Nunnery  
Sponsored Programs and Research Committee - J. T. Myers

**TWO-YEAR CAMPUSES FACULTY SENATE  
1982 - 1983**

**TWO-YEAR CAMPUSES AND DEANS**

Beaufort - Darwin B. Bashaw  
Lancaster - John R. Arnold  
Lifelong Learning - John J. Powers  
Salkehatchie - Carl A. Clayton  
Sumter - J. C. Anderson, Jr.  
Union - William J. Whitener

**MEETING DATES AND LOCATIONS**

September 24, 1982 - Columbia  
November 19, 1982 - Allendale  
February 11, 1983 - Sumter  
April 8, 1983 - Beaufort

**UNIVERSITY OFFICERS**

President - James B. Holderman  
Senior Vice President for Academic Affairs and Provost  
Francis T. Borkowski  
System Vice President for Two-Year Campuses and  
Continuing Education - John J. Duffy  
Associate Vice President for Two-Year Campuses and  
Continuing Education - Robert E. Alexander

**SENATE OFFICERS**

Chairperson - William T. Cordray  
Vice Chairperson - Jimmie E. Nunnery  
Secretary - Sarah B. (Sally) Johns  
Members-At-Large - Rodney H. Sproatt and John Barrett

**COMMITTEE CHAIRPERSONS**

Rights and Responsibilities Committee - Thomas L. Powers  
Welfare Committee - John E. Stine  
Intra-University Services and Communications Committee  
David W. McCollum

**REPRESENTATIVES TO COLUMBIA COMMITTEES**

University Library Committee - Tandy R. Willis  
University Curricula and New Courses Committee  
John Barrett  
University Faculty Welfare Committee - Jerry M. Dockery  
Academic Affairs-Faculty Liaison Committee  
John M. Samaras  
Academic Forward Planning Committee - Edsel Caine  
System Committee - William T. Cordray  
Research and Productive Scholarship Committee - J. T. Myers

**TWO-YEAR CAMPUSES FACULTY SENATE**

1983 - 1984

(Name changed to University Campuses Faculty Senate  
in November, 1983)

**TWO-YEAR CAMPUSES AND DEANS**

Beaufort - Rowland L. Tuttle

Lancaster - John R. Arnold

Lifelong Learning - John J. Powers

Salkehatchie - Carl A. Clayton

Sumter - J. C. Anderson, Jr.

Union - William J. Whitener

**MEETING DATES AND LOCATIONS**

September 23, 1983 - Columbia

November 18, 1983 - Union

February 17, 1984 - Lancaster

April 13, 1984 - Beaufort

**UNIVERSITY OFFICERS**

President - James B. Holderman

Senior Vice President for Academic Affairs and Provost

Francis T. Borkowski

System Vice President for Two-Year Campuses and

Continuing Education - John J. Duffy

Associate Vice President for Two-Year Campuses and

Continuing Education - John N. Gardner

**SENATE OFFICERS**

Chairperson - Jimmie E. Nunnery

Vice Chairperson - Sarah B. (Sally) Johns

Secretary - Rodney H. Sproatt

Members-At-Large - Tandy R. Willis and Thomas L. Powers

**COMMITTEE CHAIRPERSONS**

Rights and Responsibilities Committee - Rick D. Boulware

Welfare Committee - Margaret K. Foster

Intra-University Services and Communications Committee

Robert C. Costello

**REPRESENTATIVES TO COLUMBIA COMMITTEES**

University Library Committee - Sherre H. Dryden

University Curricula and Courses Committee

Sarah B. (Sally) Johns

University Faculty Welfare Committee - Jerry M. Dockery

Faculty/Board of Trustees Liaison Committee

Harold F. Sears

Academic Forward Planning Committee - Edsel Caine

System committee - Jimmie E. Nunnery

Research and Productive Scholarship Committee - J. T. Myers

**UNIVERSITY CAMPUSES FACULTY SENATE  
1984 - 1985**

**UNIVERSITY CAMPUSES AND DEANS**

Beaufort - Rowland L. Tuttle  
Lancaster - John R. Arnold  
Lifelong Learning - John P. May  
Salkehatchie - Carl A. Clayton  
Sumter - J. C. Anderson, Jr.  
Union - Kenneth L. Davis

**MEETING DATES AND LOCATIONS**

September 28, 1984 - Columbia  
November 30, 1984 - Sumter  
February 15, 1985 - Walterboro  
April 19, 1985 - Beaufort

**UNIVERSITY OFFICERS**

President - James B. Holderman  
Senior Vice President for Academic Affairs and Provost  
Francis T. Borkowski  
System Vice President for University Campuses and  
Continuing Education - John J. Duffy  
Associate Vice President for University Campuses and  
Continuing Education - John N. Gardner

**SENATE OFFICERS**

Chairperson - Sarah B. (Sally) Johns  
Vice Chairperson - Rodney H. Sproatt  
Secretary - Thomas L. Powers  
Members-At-Large - Tandy R. Willis and Sherre H. Dryden

**COMMITTEE CHAIRPERSONS**

Rights and Responsibilities Committee - Joan Taylor  
Welfare Committee - Gregory J. Labyak  
Intra-University Services and Communications Committee  
Robert C. Costello

**REPRESENTATIVES TO COLUMBIA COMMITTEES**

University Library Committee - Betty J. Martin  
University Curricula and Courses Committee  
John F. Logue  
University Faculty Welfare Committee - Arthur J. Currence  
Faculty/Board of Trustees Liaison Committee  
William T. Cordray  
System Committee - Sarah B. (Sally) Johns  
Academic Forward Planning Committee - John Simpson  
Research and Productive Scholarship Committee  
John F. Logue

**UNIVERSITY CAMPUSES FACULTY SENATE  
1985 - 1986**

**UNIVERSITY CAMPUSES AND DEANS**

Beaufort - Rowland L. Tuttle  
Lancaster - John R. Arnold  
Lifelong Learning - John P. May  
Salkehatchie - Carl A. Clayton  
Sumter - J. C. Anderson, Jr.  
Union - Kenneth L. Davis

**MEETING DATES AND LOCATIONS**

September 20, 1985 - Columbia  
November 22, 1985 - Lancaster  
February 21, 1986 - Union  
April 11, 1986 - Columbia

**UNIVERSITY OFFICERS**

President - James B. Holderman  
Senior Vice President for Academic Affairs and Provost  
Francis T. Borkowski  
System Vice President for University Campuses and  
Continuing Education - John J. Duffy  
Associate Vice President for University Campuses and  
Continuing Education - John N. Gardner

**SENATE OFFICERS**

Chairperson - Rodney H. Sproatt  
Vice Chairperson - Thomas L. Powers  
Secretary - Tandy R. Willis  
Members-At-Large - Sherre H. Dryden and L. Wade Chittam

**COMMITTEE CHAIRPERSONS**

Rights and Responsibilities Committee - Jimmie E. Nunnery  
Welfare Committee - Gregory J. Labyak  
Intra-University Services and Communications Committee  
Linda H. Holderfield

**REPRESENTATIVES TO COLUMBIA COMMITTEES**

University Library Committee - Elizabeth Mulligan  
University Curricula and Courses Committee  
Carolyn A. West  
University Faculty Welfare Committee - Arthur J. Currence  
Faculty/Board of Trustees Liaison Committee  
Douglas Darran  
System committee - Rodney H. Sproatt  
Academic Planning Committee - Robert J. Group  
Research and Productive Scholarship Committee - Allan D. Charles

**UNIVERSITY CAMPUSES FACULTY SENATE  
1986 - 1987**

**UNIVERSITY CAMPUSES AND DEANS**

Beaufort - Rowland L. Tuttle  
Lancaster - John R. Arnold  
Lifelong Learning - John P. May  
Salkehatchie - Carl A. Clayton  
Sumter - J. C. Anderson, Jr.  
Union - Kenneth L. Davis

**MEETING DATES AND LOCATIONS**

September 19, 1986 - Columbia  
November 7, 1986 - Allendale  
February 13, 1987 - Sumter  
April 24, 1987 - Beaufort

**UNIVERSITY OFFICERS**

President - James B. Holderman  
Executive Vice President and Provost - Francis T. Borkowski  
System Vice President for University Campuses and  
Continuing Education - John J. Duffy  
Associate Vice President for University Campuses and  
Continuing Education - John N. Gardner

**SENATE OFFICERS**

Chairperson - Thomas L. Powers  
Vice Chairperson - Tandy R. Willis  
Secretary - Gregory J. Labyak  
Members-At-Large - L. Wade Chittam and Linda H. Holderfield

**COMMITTEE CHAIRPERSONS**

Rights and Responsibilities Committee - John F. Logue  
Welfare Committee - Donald L. Curlovic  
Intra-University Services and Communications Committee  
Shari Lohela

**REPRESENTATIVES TO COLUMBIA COMMITTEES**

University Library Committee - Sherre H. Dryden  
University Curricula and Courses Committee  
Robert B. Castleberry  
University Faculty Welfare Committee - Arthur J. Currence  
Faculty/Board of Trustees Liaison Committee  
William T. Cordray  
System committee - Thomas L. Powers  
Academic Planning Committee - Robert J. Group  
Research and Productive Scholarship Committee - B. H. Caraway

**UNIVERSITY CAMPUSES FACULTY SENATE  
1987 - 1988**

**UNIVERSITY CAMPUSES AND DEANS**

Beaufort - Rowland L. Tuttle  
Lancaster - John R. Arnold  
Lifelong Learning - John P. May  
Salkehatchie - Carl A. Clayton  
Sumter - J. C. Anderson, Jr.  
Union - Kenneth L. Davis

**MEETING DATES AND LOCATIONS**

September 18, 1987 - Columbia  
November 13, 1987 - Union  
February 19, 1988 - Lancaster  
April 22, 1988 - Hilton Head Island

**UNIVERSITY OFFICERS**

President - James B. Holderman  
Executive Vice President and Provost - Francis T. Borkowski  
System Vice President for University Campuses and  
Continuing Education - John J. Duffy  
Associate Vice President for University Campuses and  
Continuing Education - John N. Gardner

**SENATE OFFICERS**

Chairperson - Tandy R. Willis  
Vice Chairperson - Gregory J. Labyak  
Secretary - Deborah B. Cureton  
Members-At-Large - Rick D. Boulware and Linda K. Allman

**COMMITTEE CHAIRPERSONS**

Rights and Responsibilities Committee - Charles M. Walker  
Welfare Committee - Donald L. Curlovic  
Intra-University Services and Communications Committee  
Robert C. Costello

**REPRESENTATIVES TO COLUMBIA COMMITTEES**

University Library Committee - Lori B. Harris/Tandy R. Willis  
University Curricula and Courses Committee  
Robert B. Castleberry  
University Faculty Welfare Committee  
William K. Bowers/Hussein Zeiden  
Faculty/Board of Trustees Liaison Committee  
William T. Cordray  
System committee - Tandy R. Willis  
Academic Planning Committee - Robert J. Group  
Research and Productive Scholarship Committee - Noni M. Bohonak



**UNIVERSITY CAMPUSES FACULTY SENATE  
1988 - 1989**

**UNIVERSITY CAMPUSES AND DEANS**

Beaufort - Rowland L. Tuttle  
Lancaster - John R. Arnold  
Lifelong Learning - John P. May  
Salkehatchie - Carl A. Clayton  
Sumter - J. C. Anderson, Jr.  
Union - Kenneth L. Davis

**MEETING DATES AND LOCATIONS**

September 16, 1988 - Columbia  
November 18, 1988 - Sumter  
February 17, 1989 - Allendale  
April 22, 1989 - Beaufort

**UNIVERSITY OFFICERS**

President - James B. Holderman  
Executive Vice President for Academic Affairs and Provost  
Arthur K. Smith  
Chancellor for University Campuses and Continuing Education  
John J. Duffy  
Vice Chancellor for University Campuses and  
Continuing Education - John N. Gardner

**SENATE OFFICERS**

Chair - Gregory J. Labyak  
Vice Chair - Deborah B. Cureton  
Secretary - Nancy H. Washington  
Members-At-Large - Rick D. Boulware and Carolyn A. West

**COMMITTEE CHAIRS**

Rights and Responsibilities Committee - John F. Logue  
Welfare Committee - Mary T. Barton  
Intra-University Services and Communications Committee  
Robert C. Costello

**REPRESENTATIVES TO COLUMBIA COMMITTEES**

University Library Committee - John Catalano  
University Curricula and Courses Committee  
Robert B. Castleberry  
University Faculty Welfare Committee  
Hussein Zeidan/Donald L. Curlovic  
Faculty/Board of Trustees Liaison Committee  
C. Somers Miller  
Academic Planning Committee - Bruce G. Nims  
Research and Productive Scholarship Committee  
Noni M. Bohonak

**UNIVERSITY CAMPUSES FACULTY SENATE  
1989 - 1990**

**UNIVERSITY CAMPUSES AND DEANS**

Beaufort - Darwin B. Bashaw  
Lancaster - John R. Arnold  
Lifelong Learning - John P. May  
Salkehatchie - Carl A. Clayton  
Sumter - J. C. Anderson, Jr.  
Union - Kenneth L. Davis

**MEETING DATES AND LOCATIONS**

September 15, 1989 - Fort Jackson  
November 17, 1989 - Union  
February 16, 1990 - Lancaster  
April 13, 1990 - Beaufort

**UNIVERSITY OFFICERS**

President - James B. Holderman  
Executive Vice President for Academic Affairs and Provost  
Arthur K. Smith  
Chancellor for University Campuses and Continuing Education  
John J. Duffy  
Vice Chancellor for University Campuses and  
Continuing Education - John N. Gardner

**SENATE OFFICERS**

Chair - Deborah B. Cureton  
Vice Chair - Nancy H. Washington  
Secretary - Rick D. Boulware  
Members-At-Large - Carolyn A. West and Ali Pyarali

**COMMITTEE CHAIRS**

Rights and Responsibilities Committee - John F. Logue  
Welfare Committee - Mary T. Barton  
System Affairs Committee - Paul Stone

**REPRESENTATIVES TO COLUMBIA COMMITTEES**

University Library Committee - John Catalano  
University Curricula and Courses Committee  
Robert B. Castleberry  
University Faculty Welfare Committee - Donald L. Curlovic  
Faculty/Board of Trustees Liaison Committee  
Rodney H. Sproatt  
Academic Planning Committee - Bruce G. Nims  
Research and Productive Scholarship Committee  
Tandy R. Willis  
System Academic Policy Coordinating Committee  
Robert C. Costello  
Savannah River Site Committee - W. O. Lamprecht, Jr.

**UNIVERSITY CAMPUSES FACULTY SENATE  
1990 - 1991**

**UNIVERSITY CAMPUSES AND DEANS**

Beaufort - Darwin B. Bashaw  
Lancaster - John R. Arnold  
Lifelong Learning - John P. May  
Salkehatchie - Carl A. Clayton  
Sumter - J. C. Anderson, Jr.  
Union - Kenneth L. Davis

**MEETING DATES AND LOCATIONS**

September 21, 1990 - Columbia  
November 16, 1990 - Sumter  
February 16, 1991 - Allendale  
April 13, 1991 - Columbia

**UNIVERSITY OFFICERS**

Interim President - Arthur K. Smith/President - John M. Palms  
Acting Executive Vice President for Academic Affairs  
and Provost - George M. Reeves/Arthur K. Smith  
Chancellor for University Campuses and Continuing Education  
John J. Duffy  
Vice Chancellor for University Campuses and  
Continuing Education - John N. Gardner

**SENATE OFFICERS**

Chair - Nancy H. Washington  
Vice Chair - Rick D. Boulware  
Secretary - Carolyn A. West  
Members-At-Large - Ali Pyarali and Tandy R. Willis

**COMMITTEE CHAIRS**

Rights and Responsibilities Committee - Gordon Haist  
Welfare Committee - Mary T. Barton  
System Affairs Committee - John Catalano

**REPRESENTATIVES TO COLUMBIA COMMITTEES**

University Library Committee - John Catalano  
University Curricula and Courses Committee  
Robert B. Castleberry  
University Faculty Welfare Committee - Donald L. Curlovic  
Faculty/Board of Trustees Liaison Committee  
Kay A. Oldhouser  
Academic Planning Committee - Bruce G. Nims  
Research and Productive Scholarship Committee  
B. H. Carraway  
System Academic Policy Coordinating Committee - Robert C. Costello  
Savannah River Site Committee - W. O. Lamprecht, Jr.  
Insurance and Annuities Committee - Jerry M. Dockery

**REGIONAL CAMPUSES FACULTY SENATE  
1991 - 1992**

**REGIONAL CAMPUSES AND DEANS**

Beaufort - Chris P. Plyler  
Lancaster - John R. Arnold  
Lifelong Learning - John P. May  
Salkehatchie - Carl A. Clayton  
Sumter - J. C. Anderson, Jr.  
Union - Kenneth L. Davis

**MEETING DATES AND LOCATIONS**

September 20, 1991 - Columbia  
November 15, 1991 - Columbia  
February 21, 1992 - Columbia  
April 10, 1992 - Columbia

**UNIVERSITY OFFICERS**

President - John M. Palms  
Acting Executive Vice President for Academic Affairs  
and Provost - George M. Reeves  
Vice Provost for Regional Campuses and Continuing Education  
John J. Duffy  
Associate Vice Provost for Regional Campuses and  
Continuing Education - John N. Gardner

**SENATE OFFICERS**

Chair - Rick D. Boulware  
Vice Chair - Carolyn A. West  
Secretary - Tandy R. Willis  
Members-At-Large - Ali Pyarali and John Catalano

**COMMITTEE CHAIRS**

Rights and Responsibilities Committee - Gordon Haist  
Welfare Committee - Noni Bonohak  
System Affairs Committee - Robert C. Costello

**REPRESENTATIVES TO COLUMBIA COMMITTEES**

University Library Committee - John Catalano  
University Curricula and Courses Committee  
Robert B. Castleberry  
University Faculty Welfare Committee - Susan P. Pauley  
Faculty/Board of Trustees Liaison Committee  
Kay A. Oldhouser  
Academic Planning Committee - Michael J. Schoen  
Research and Productive Scholarship Committee  
Mary T. Barton  
System Academic Policy Coordinating Committee - Robert C. Costello  
Savannah River Site Committee - John F. Logue  
Insurance and Annuities Committee - Jerry M. Dockery

**REGIONAL CAMPUSES FACULTY SENATE  
1992 - 1993**

**REGIONAL CAMPUSES AND DEANS**

Beaufort - Chris P. Plyler  
Lancaster - John R. Arnold  
Lifelong Learning - John P. May  
Salkehatchie - Carl A. Clayton  
Sumter - J. C. Anderson, Jr.  
Union - James W. Edwards (Acting)

**MEETING DATES AND LOCATIONS**

September 18, 1992 - Columbia  
November 20, 1992 - Union  
February 19, 1993 - Columbia  
April 16, 1993 - Beaufort

**UNIVERSITY OFFICERS**

President - John M. Palms  
Executive Vice President for Academic Affairs and Provost  
James C. Moeser  
Vice Provost and Executive Dean for Regional Campuses and  
Continuing Education  
John J. Duffy  
Associate Vice Provost for Regional Campuses and  
Continuing Education - John N. Gardner

**SENATE OFFICERS**

Chair - Carolyn A. West  
Vice Chair - Tandy R. Willis  
Secretary - John Catalano  
Members-At-Large - Michael J. Schoen and Wayne L. Chilcote

**COMMITTEE CHAIRS**

Rights and Responsibilities Committee - Danny R. Faulkner  
Welfare Committee - Salvador Macias  
System Affairs Committee - Robert C. Costello

**REPRESENTATIVES TO COLUMBIA COMMITTEES**

University Library Committee - John Catalano  
University Curricula and Courses Committee  
Robert B. Castleberry  
University Faculty Welfare Committee - Susan P. Pauley  
Faculty/Board of Trustees Liaison Committee  
Kay A. Oldhouser  
Academic Planning Committee - Michael J. Schoen  
Research and Productive Scholarship Committee  
Mary T. Barton  
Savannah River Site Committee - John F. Logue  
Insurance and Annuities Committee - Jerry M. Dockery