

THE FACULTY MANUAL

THE UNIVERSITY OF SOUTH CAROLINA COLUMBIA

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THE FACULTY MANUAL

THE UNIVERSITY OF SOUTH CAROLINA COLUMBIA

Latest Revision Date: June 10, 2016

The University of South Carolina System is committed to the policy and practice of affirmative action and equal opportunity in education and employment for all qualified persons regardless of race, sex, age, color, religion, national origin, disability or veteran status.

It is the policy of the University of South Carolina to recruit, hire, train, promote, tenure, and otherwise make educational and personnel decisions without regard to race, color, religion, sex, gender, national origin, age, disability, sexual orientation, genetics, or veteran status (except where sex or age is a bonafide occupational qualification). See also University Policy [EOP 1.00 Equal Opportunity and Affirmative Action](#).

PREAMBLE

The Faculty Manual embodies the essential elements of the employment relationship between the faculty, individually and collectively, and the university. It establishes the terms of employment, the manner of appointment, the procedures and standards for tenure and promotion, the duties of faculty members, and the procedures and standards for termination of employment. It delineates faculty organization and confirms the authority of the faculty to participate in the governance of the university, especially in regard to academic matters. Amendments to The Faculty Manual are generally presented for the consideration and approval of the faculty and the administration before submission to the Board of Trustees.

Through the years, much information of interest and importance to the faculty has been added to The Faculty Manual. Such information has been placed in appendices in this edition, clarifying what material is part of the essential contract between the faculty and the university. The appendices may be amended in appropriate cases by the university without faculty or trustee approval.

Of the ten members, five shall be elected by the faculty and five appointed by the president. Two faculty representatives shall be elected each year for a term of three years, except every third year, when only one member shall be elected. The director of admissions shall serve as secretary, ex officio.

FACULTY ADVISORY COMMITTEE

This committee shall advise the faculty and administration on all matters pertaining to the general policies and operations of the university that lie outside or cut across the responsibilities of other standing committees. It shall initiate studies and make recommendations to the faculty and administration regarding any matters affecting the general welfare of the university that faculty members, faculty bodies, and administrative officers refer to it. It also shall review proposals of other standing committees and recommend procedures for their implementation. The committee consists of eight elected members; the chair of the Faculty Senate, the provost, and vice provost responsible for faculty development are ex officio members.

UNIVERSITY ATHLETICS ADVISORY COMMITTEE

The committee shall review and monitor admissions decisions and the academic performance of all student-athletes by regularly receiving appropriate and relevant information regarding the academic eligibility and progress of student-athletes, including graduation rates. The committee also receives reports on, reviews and advises, as appropriate, the Faculty Senate, the NCAA Faculty Athletic Representative (FAR), the president, the director of athletics, and the Board of Trustees on the following: annual inter-collegiate athletic program schedules and major changes to them; the annual budget of the Athletics Department; admissions decisions for athletes receiving grants-in-aid; NCAA certification reports, including Title 9 reports; major requests for waiver of any institutional athletic policies; major changes in Athletics Department personnel (specifically the director of athletics, director of the academic support unit, and head coaches for each sport); the needs, interests, and concerns of student athletes; all other issues regarding inter-collegiate activities as referred to it by University officials. The committee shall make at least an annual, written report of its activities to the Faculty Senate, the president, and the director of athletics.

Membership of the committee shall be six elected faculty members; three student members, (one undergraduate student-athlete who serves as either president or president-elect of the Student Athletics Advisory Committee; one undergraduate student appointed by the president of the student body; and one graduate student appointed by the student government with the consent of the Association of Graduate Students); one member of the Intercollegiate Activities Committee of the Board of Trustees appointed by the chair of that committee; and four presidential appointees (one at-large representative from the faculty, the NCAA faculty athletics representative (FAR); one representative from the Division of Student Affairs; and the director of athletics).

The chair shall be a member of the faculty. The chair and the NCAA faculty athletics representative (FAR) shall sit with the Intercollegiate Activities Committee at its meetings, ex officio.

FACULTY - BOARD OF TRUSTEES LIAISON COMMITTEE

This committee shall serve as liaison between the faculty and the Board of Trustees. Members shall be the chair and the past chair or chair-elect of the Columbia Faculty Senate, the chairs of the Faculty Advisory and Faculty Welfare committees, one person appointed by the president upon nomination by the Palmetto College Regional Campuses Faculty Senate, and the chair of the faculty government at one of the four-yearcomprehensive campuses. The representation of the four-yearcomprehensive campuses shall rotate in alphabetical order, annually, among these campuses, Aiken, Beaufort, and Upstate. The chair of the Columbia Faculty Senate shall be chair of the committee and shall sit with the Board of Trustees as provided by the bylaws of the board.

The committee shall meet with the Academic Affairs Committee of the Board of Trustees, which deliberates on matters of mutual concern to the faculty and the Board of Trustees.

BOOKSTORES COMMITTEE

This committee serves to mediate any disputes between students or faculty and local bookstores whose primary purpose is to serve the university community. Faculty members, students, or bookstores with problems should contact the chair of this committee. The committee should also report any major problems to the Faculty Senate with recommendations. In addition to the six elected faculty members, one graduate and one undergraduate student shall serve on the committee.

FACULTY BUDGET COMMITTEE

The committee shall consist of ten members: three elected members, the current and immediate past chairs of the Faculty Advisory Committee and the Welfare Committee, the chair of the Faculty Senate, and the past chair or the chair-elect of the Faculty Senate; the provost shall serve ex officio.

This committee serves as a liaison between the University Aadministration and the university Faculty (through the Faculty Senate) on matters pertaining to the University budget, advocates the faculty perspective on matters of budget and budgetary policy, and provides a venue for discussing faculty questions and concerns about the University budget and budgeting process. To accomplish its purpose, the Faculty Budget Committee shall have input into University budget policy in two ways. First, the cChair of the Faculty Budget Committee, the other two elected members, and the chair President of the Faculty Senate will be welcomed to attend the pPresident's bBudget hHearings. Second, the cChair of the Budget Committee, the immediate past cChair of the Budget Committee, and the cChair of the Faculty Senate shall serve on the University Finance Committee.

COMMITTEE ON CURRICULA AND COURSES

This committee shall consider, and recommend to the faculty, action on all requests for new or revised curricula leading to any formal recognition other than graduate degrees or first professional degrees in law, medicine and pharmacy. The committee shall also consider, and recommend to the faculty, action on all requests for the institution, modification, or deletion of courses and of any prescribed programs of study that do not fall within the purview of the graduate faculty. The

committee shall review the various university curricula with special attention to duplication or obsolescence of courses. In addition to the members elected by the faculty, there shall be one member appointed by the president to serve ex officio, one representative from the regional campuses, and two student members.

FACULTY GRIEVANCE COMMITTEE

This committee shall consider individual grievances, including grievances regarding salary matters (see also "Terms of Employment"), brought before it by members of the faculty including full-time and part-time members, research professors, lecturers, and visiting professors. When, in its judgment, a grievance is determined to be well-founded, the committee shall attempt to resolve the matter through mediation or other appropriate action. See also "Academic Grievance Procedures." The committee shall consist of nine elected members for staggered three-year terms and one ex-officio member from the Faculty Salary Equity Oversight Committee appointed by the provost. All members of the committee shall be tenured full professors or tenured librarians, and, at the time they commence a term of service on the committee, a year shall have elapsed since their last service, if any, on the University Committee on Tenure and Promotions. Faculty members appointed to administrative positions such as department chair, assistant dean, or associate dean are not eligible to serve on this committee.

COMMITTEE ON HONORARY DEGREES

This committee shall recommend recipients of honorary degrees to the president and the Board of Trustees. The provost or appointed representative shall be ex officio chair.

FACULTY SENATE INFORMATION TECHNOLOGY COMMITTEE

The Faculty Senate Information Technology Committee provides a faculty voice in assessing and planning Information Technology (IT) services, resources, and infrastructure for administration, instruction, and research at the University of South Carolina. The committee shall consist of eight members of the voting faculty; one graduate student representative; one undergraduate student representative; and no more than six ex-officio representatives, typically one each from the University Technology Services (UTS), Research Cyberinfrastructure (RCI), the University Libraries, the Office of the Vice President for Research (VPR), the Office of the Provost, and the Office of the University Registrar. The composition of the committee shall reflect the need for expertise in the complex field of IT and general interest of the University faculty.

Specific charges to the committee are:

- 1) To survey periodically faculty, staff, and students regarding the efficacy of IT resources including general services, resources and infrastructure that support the missions of teaching, research, and service.
- 2) To assess the compatibility of available and planned IT services, resources, and infrastructure with the University's ambition as a locally, nationally, and internationally-regarded teaching and research institution.

- 3) To ensure that faculty have a meaningful role in future development of IT at the University of South Carolina by: maintaining and publishing a list of all standing committees related to IT.
- 4) To make recommendations to the Faculty Senate for changes in IT services, resources, and infrastructure based on the information, assessment, and analysis resulting from the committee's work in points 1-3 above.

COMMITTEE ON INSTRUCTIONAL DEVELOPMENT

This committee shall initiate studies and make recommendations to the faculty and administration on enhancing the practice and status of teaching.

The membership of the committee shall include nine faculty members elected for staggered three-year terms. The provost shall appoint six other faculty members, for staggered three-year terms, to guarantee broad representation of the colleges and academic ranks. The president of the student body with confirmation of the Student Senate and the Graduate Student Association, respectively, shall appoint one undergraduate and one graduate student to one-year terms, ~~to be confirmed by the Student Senate~~. A representative from the provost's office shall serve ex officio.

INTELLECTUAL PROPERTY COMMITTEE

This committee shall consider cases involving intellectual property, including patent and copyright matters, and shall be the intellectual property advisory body within the university. In addition to the six elected faculty members, there shall be three members appointed by the president. The director of the Intellectual Property Technology Commercialization Office, or a representative of that office, shall serve ex officio.

COMMITTEE ON LIBRARIES

This committee shall consider and review matters concerning the status and funding of the libraries that are under the supervision of the dean of libraries.

The committee shall consist of eleven members: seven elected from the faculty, including one member of the teaching faculty of the regional campuses elected by the Senate; three Regional ~~C~~campuses ~~F~~faculty presidential appointees; and the dean of libraries, ex officio. No college shall have more than two elected members, and no department shall have more than one elected member.

COMMITTEE ON PROFESSIONAL CONDUCT

This committee will investigate formal complaints of workplace bullying. The committee will consist of 10 elected faculty members for staggered three-year terms. Each member of the Committee must hold the rank of tenured ~~p~~Professor or tenured librarian. No committee member shall serve simultaneously on the Faculty Grievance Committee. Prior to the commencement of a committee member's duties, he or she must receive training in the recognition of workplace bullying, which is defined below under the section on workplace civility.

content of unit post-tenure review standards and procedures. The seven members of the board shall be tenured faculty, two appointed by the president and five elected by the faculty for staggered three-year terms.

FACULTY WELFARE COMMITTEE

This committee shall consider university policies and the enforcement of policies regarding the welfare of the faculty, such as faculty salaries, other compensation and benefits, and any matters affecting the workplace environment. The committee may recommend appropriate changes or the enforcement of existing policy, propose new policies, or comment upon proposed university action affecting faculty welfare. Major changes in policy should be forwarded with a recommendation to the Faculty Senate for its consideration and transmittal to the provost, president, or Board of Trustees. The vice president for finance and CFO-planning or designee shall serve ex officio.

FACULTY SENATE

The Faculty Senate shall consist of ten percent of the voting members of the faculty, elected by each college, school, or Palmetto College regional campus.

Senators shall be elected for a three-year term in the spring, with the term to commence with the fall semester. Every spring semester, colleges and schools shall elect senators to replace those whose terms have expired and to fill unexpired terms. Vacancies occurring after the spring election shall be filled promptly by a method determined by each college or school (such as by special election or appointment by the dean).

If Faculty Senate members are unable to complete their terms of office, then the unit shall elect a qualified faculty member to complete that term.

Each spring semester, the Faculty Senate office shall calculate appropriate senate representation for each college and school.

Senators should try to attend all meetings of the Faculty Senate. Minimally, Senators are expected to attend a majority of meetings. Because the Faculty Senate is a deliberative body, active participation requires physical presence at the site of the meeting. An exception to this requirement is extended to Senators from USC campuses outside of the greater Columbia area to facilitate a greater degree of involvement than could be achieved were they required to travel to Columbia.

Every faculty member has the right to attend and address the senate, but only senators may vote. The minutes of the senate shall be available to all members of the faculty.

The general faculty's powers may be changed only by the general faculty. The Faculty Senate may execute these powers on behalf of the general faculty.

The bylaws and the standing rules of the Faculty Senate appear in the appendices.

FACULTY SENATE OFFICERS

requested to do so by five members or one-fourth of the membership of its faculty, whichever is smaller. A meeting of a college, school, or department faculty also may be called by the president of the university, by its dean, or by its chair. A majority of a college, school, or department faculty shall constitute a quorum for the transaction of business, unless otherwise provided within an academic unit.

SCHOLASTIC STANDARDS AND PETITIONS

Each college shall elect from its faculty a committee on scholastic standards and petitions to oversee the academic progress of undergraduate majors in its degree programs. This committee may formulate regulations concerning the scholastic standards of degree programs within the college, provided that these shall not be lower than the general university standards. Such regulations shall govern criteria for entrance into degree programs, criteria for determining scholastic eligibility of majors enrolled in degree programs, the number of majors that a degree program may accommodate, and attendance.

In order to become effective, such regulations formulated by a college committee and approved by the college faculty, must be submitted to the university Committee on Scholastic Standards and Petitions during the semester prior to the proposed implementation date. If approved, the proposed regulations must be submitted to the Faculty Senate. Approved regulations shall take effect after their publication in the university *Undergraduate Studies Bulletin* unless rescinded by action of the university faculty or the Faculty Senate.

The college committee shall also act on petitions concerning college and university academic regulations. Procedures for appeals of college committee decisions are set forth under the Committee on Scholastic Standards and Petitions.

In the event that a student who meets the requirements to continue enrollment in the university is not allowed to continue in a particular degree program, no record of that action shall be made in the student's file.

By September 1, the college committee shall make an annual report to the university committee on the number of petitions received and their disposition.

GRADUATE FACULTY

The principal responsibilities of members of the Graduate Faculty are to teach graduate students effectively, to conduct scholarly research and/or engage in creative activity of high quality, and to direct the research of graduate students. In order to fulfill these responsibilities, the Graduate Council recognizes regular, associate, and term membership in the Graduate Faculty. In judging the appropriateness of an applicant for the Graduate Faculty, primary consideration shall be given to whether the faculty member is an active and productive scholar and an effective teacher at the graduate level.

REGULAR MEMBERSHIP

Regular members of the ~~G~~graduate ~~F~~aculty on the Columbia campus shall include the president; provost; dean of ~~the~~ Graduate ~~School~~-~~Studies~~; associate deans of ~~g~~Graduate ~~s~~Studies; and chairs of academic departments offering degrees conferred by ~~T~~he Graduate School. Faculty members holding the Ph.D. or other terminal degree in their respective field of study are eligible to become regular members of the ~~g~~Graduate ~~f~~aculty upon appointment to a tenured or tenure-track position at the University's Columbia campus. Nominations of eligible faculty for appointment to ~~G~~graduate ~~F~~aculty are made by the appropriate academic unit (college, department, or school) to the ~~dean of Graduate Studies~~dean of the Graduate School. The appointment is made by the ~~dean of Graduate Studies~~dean of the Graduate School in consultation with the Graduate Council.

REVIEW AND RETENTION

Consistent with the University of South Carolina's mission as a major research university committed to high quality graduate instruction, the university reviews scholarly and graduate teaching performance on a periodic basis to assure that each member of the ~~G~~graduate ~~F~~aculty continues to satisfy the unit's criteria for ~~G~~graduate ~~f~~aculty membership. Units shall establish procedures and criteria for review and retention of membership on the ~~G~~graduate ~~F~~aculty. Such procedures and criteria must be approved by the ~~dean of Graduate Studies~~dean of the Graduate School in consultation with the Graduate Council. Retention reviews shall coincide with third-year reviews, tenure and promotion reviews, and post-tenure reviews. Review of chaired professorships, department chairs, and deans for retention on the ~~G~~graduate ~~F~~aculty shall coincide with their normal periodic reviews.

Regular members of the ~~G~~graduate ~~F~~aculty shall be retained on the ~~G~~graduate ~~F~~aculty unless they are judged by their peers, in a manner consistent with unit procedures and criteria, to be performing unsatisfactorily in terms of graduate teaching or research. A faculty member who is evaluated as unsatisfactory in graduate teaching or research by his or her unit may submit a letter of appeal to the unit requesting reconsideration. Upon receipt of an evaluation of unsatisfactory performance from the unit, the decision to retain or deny the request for retention on the ~~G~~graduate ~~F~~aculty rests with the ~~dean of Graduate Studies~~dean of the Graduate School in consultation with the Graduate Council. Appeals of such decisions may be made to the Grievance, Appeals and Petitions Committee of the Graduate Council. Persons who have been denied membership on the ~~G~~graduate ~~f~~aculty may reapply annually through the unit's normal procedures.

ASSOCIATE MEMBERSHIP

Non-tenure-track USC faculty members and scholars who hold the Ph.D. or other terminal degree in their respective field of study may be appointed to associate membership in the ~~g~~Graduate ~~f~~aculty. Requests for associate membership require nomination by the nominee's academic unit that grants the Ph.D. (or other terminal degree that requires a dissertation or thesis) to the Graduate Council. If the nominee does not belong to an academic unit, then the nomination may be from an academic unit that grants the Ph.D. (or other terminal degree that requires a dissertation or thesis) with which the nominee's area of research aligns. These nominations shall include a report that the nominee received a majority favorable vote by both the unit's current regular ~~g~~Graduate ~~f~~aculty and by the unit's current combined regular and associate ~~g~~Graduate ~~f~~aculty. The

granting of associate membership is by vote of the council, subject to its procedures and criteria, and is based on the candidate's scholarly credentials, involvement in graduate academic affairs (such as teaching of graduate courses, serving as a member of thesis or dissertation committees, and serving on committees overseeing the department's academic programs), and expected continual appointment at USC. Associate membership is valid for a period of 6 years, also expiring if the faculty member leaves USC. Persons with associate membership are eligible for renomination and reappointment. Associate membership is appropriate for **full-time** USC clinical faculty, research faculty, and other full-time USC scholars holding an appropriate terminal degree.

Associate membership in the ~~G~~graduate ~~F~~faculty does not grant-modify voting rights in the ~~u~~University ~~f~~Faculty or Faculty Senate. Voting rights in the academic unit are determined by local policies independent of ~~g~~Graduate ~~f~~Faculty status.

FUNCTIONS

Regular and associate membership in the Graduate Faculty confers the right to teach graduate courses, direct theses and dissertations and participate in graduate student committees (subject to the policies of the unit and university), serve on Graduate Council or its committees, and to vote on matters coming before the Graduate Faculty. The Graduate Faculty shall meet as called by the Graduate Council or on the written request of any ten members of the Graduate Faculty. The ~~dean of Graduate Studies~~dean of the Graduate School shall serve as the presiding officer, assisted by the chair of the Graduate Council. The Graduate Faculty shall have the right to act on new graduate programs, Graduate School regulations, and related academic matters brought before it by individual members, the Graduate Council, or the administration.

TERM APPOINTMENTS

Faculty members and scholars not otherwise eligible for regular or associate membership on the ~~G~~graduate ~~F~~faculty may be appointed to term appointments. Term appointments to the ~~G~~graduate ~~F~~faculty are granted upon nomination by an academic unit to the ~~graduate~~ dean of the Graduate School Studies for a period not to exceed 3 years. Term appointments to the ~~G~~graduate ~~f~~Faculty confer the rights only to teach graduate courses and/or serve on graduate students' committees as specified by the nomination approved by the ~~dean of Graduate Studies~~dean of the Graduate School. Persons with term appointments are eligible for reappointment. Term appointments are appropriate for USC faculty in the School of Law and the School of Medicine, emeriti USC professors, clinical faculty, research faculty, faculty members at other institutions (including other campuses of the USC system), and others holding an appropriate terminal degree or other credentials.

GRADUATE COUNCIL

The council shall be composed of ~~nineteen~~ 20 regular and associate graduate faculty members and one student member:

- Nine members selected by the ~~g~~Graduate ~~f~~Faculty;
- Nine members appointed by the president of the university; ~~and~~
- One student member representing the Graduate Student Association;
- The ~~dean of Graduate Studies~~dean of the Graduate School (ex officio); and
- The senior associate dean of the Graduate School (ex officio), ~~—~~who serves as secretary.

No more than six members may have associate graduate faculty membership.

The council acts in an advisory capacity to the ~~dean of Graduate Studies~~dean of the Graduate School and to the administration, takes action on graduate students' petitions, and performs other duties assigned to it by the Graduate Faculty or the administration of the university.

The council is responsible for the approval of major changes in ~~g~~Graduate ~~s~~Studies policy, new courses, course changes, new programs, and modifications of existing degree programs so long as such modifications are in accord with general regulations of the graduate faculty. Actions of the council in these areas shall be published to the faculty and shall become final if not challenged within thirty days by ten or more members of the ~~g~~Graduate ~~f~~Faculty. A challenge shall consist of a written statement of disagreement with an action or actions of the council that is addressed to the chair or the secretary and signed by ten or more members of the graduate faculty. If a challenge cannot be resolved by the council to the satisfaction of the challengers, the matter shall be referred to the graduate faculty for resolution at a meeting called by the ~~dean of Graduate Studies~~dean of the Graduate School. Any decision made by the ~~g~~Graduate ~~f~~Faculty at a called meeting will supersede the decision of the council. A quorum for a called meeting shall be ten percent of the ~~g~~Graduate ~~f~~Faculty.

2/ REGULATIONS AND POLICIES

POLICY CHANGES

Changes in the rights, privileges, and benefits accorded faculty members may be made as conditions warrant. Changes providing additional rights, privileges, and benefits shall apply to all faculty members, regardless of when employed.

No change shall be made in the university wide tenure and promotion regulations except by vote of the ~~full voting~~ tenured and tenure-track membership of the university faculty or by direction of the Board of Trustees. In no event shall any change in tenure and promotion regulations be made retroactive for faculty hired before January 1, 1995, unless the faculty member chooses otherwise; except that any changes in tenure and promotion regulations shall apply to all faculty, including those hired before January 1, 1995, who are subject to the provisions of Tenure and Promotion in Cases of Reorganization as set forth herein.

APPOINTMENTS

QUALIFICATIONS AND REQUIREMENTS

Qualifications for appointment, set forth below, are not intended as justification for automatic promotion; conversely, justified exceptions may be made.

Professor. To be eligible for appointment at the rank of professor, a faculty member must have a record of superior performance usually involving both teaching and research, or creativity or performance in the arts, or recognized professional contributions. The faculty member normally is expected to hold the earned doctor's degree and have at least nine years of effective, relevant experience.

Associate Professor. To be eligible for appointment at the rank of associate professor, a faculty member must have a record of strong performance usually involving both teaching and research, or creativity or performance in the arts, or recognized professional contributions. The faculty member normally is expected to hold the earned doctor's degree and must possess strong potential for further development as a teacher and scholar.

Assistant Professor. To be eligible for appointment at the rank of assistant professor, a faculty member normally is expected to hold the earned doctor's degree or its equivalent and must possess strong potential for development as a teacher and scholar.

Instructor. To be eligible for appointment at the rank of instructor, a faculty member normally is expected to possess a master's degree in the teaching discipline or a master's degree with a concentration in the teaching discipline (a minimum of 18 graduate semester hours in the teaching discipline).

The qualifications for appointment to these positions and positions bearing other titles, such as lecturer, clinical professor, or research professor, are specified in University Policy [ACAF 1.06](#)

Administrative Appointments. When a person originally appointed to an administrative or other non-tenure track position is subsequently moved to a tenure-track faculty position, the time served in the administrative or non-tenure track position is not considered part of the probationary period for tenure consideration. A full-time administrator later appointed to a position as an assistant professor, associate professor, or professor is not excused from the unit criteria for tenure and/or promotions.

When a person originally appointed to a tenure-track faculty position is assigned administrative duties or appointed to an administrative position, the administrative assignment does not prevent the running of the probationary period unless an extension of the probationary period is obtained pursuant to applicable university policy.

REAPPOINTMENT DURING PROBATIONARY PERIOD

Within the probationary period, all faculty appointments are on an annual basis. ~~Written notice will be given each year of reappointment or non-reappointment for the following year. Reappointment is granted unless written notice of non-reappointment is given.~~ The termination of an appointment prior to its scheduled expiration shall only be for cause, following the definitions and ~~What constitutes cause and the~~ procedures ~~to be followed are those~~ set forth in the provisions for termination of tenured faculty. If an appointment is not to be renewed, adequate notice will be given.

Adequate notice is as follows:

If the faculty member is in the first year of the probationary period, notice of non-reappointment will be given in writing by March 1. The appointment will end on August 15. For a mid-year appointment, notice of non-reappointment will be given by July 1. The appointment will then end on December 31.

If a faculty member is in the second year of the probationary period, notice of non-reappointment will be given in writing by December 15. The appointment will then end on August 15. For a mid-year appointment, notice of non-reappointment will be given in writing by April 15. The appointment will then end on December 31.

Thereafter, notice of non-reappointment will be given in writing at least twelve months prior to the effective date.

If there is termination for cause, these notification requirements do not apply.

The tenured faculty of equal or higher rank in the unit annually shall act as a committee (or form a subcommittee) and make a recommendation by majority vote as to whether a faculty member within the probationary period is making sufficient progress toward tenure so as to be reappointed. If the unit elects a subcommittee for this task and if the faculty member's progress is not deemed sufficient, then the entire faculty of the unit (of equal or higher rank) will vote and provide a majority recommendation along with an explanation. If the entire unit votes without the use of a

unit. Because consistency and durability of performance are relevant factors in evaluating faculty for tenure; the length of service which a faculty member has completed in a given rank is a valid consideration in formulating a tenure recommendation.

REVIEW OF TENURE AND PROMOTION FILES AFTER UNIT VOTE

Review by Provost. The dean shall forward the file with his or her recommendation to the provost. The provost shall forward all files to the UCTP with his or her recommendations.

Consideration by UCTP. The UCTP receives recommendations for tenure and promotions through the appropriate administrative officers of the university, who forward to the UCTP the results of all votes and statements by the appropriate faculty. The committee assesses whether the candidate's unit criteria were fairly and appropriately applied at all levels in evaluating the candidate's file and forwards its recommendation on the file, including each member's vote justification, to the president. The members of the UCTP shall consider all votes and vote justifications in the file and shall apply the candidate's unit criteria in justifying their own votes toward the overall UCTP recommendation.

The proceedings of the UCTP are confidential with respect to all written materials reviewed and all discussions of individual cases by the committee. The committee has the authority to remove members who fail to maintain confidentiality.

The UCTP will forward its recommendation to the president. The president will make a recommendation concerning each file to the Board of Trustees, which will make all final determinations concerning tenure and promotion. If the recommendations of the UCTP and the provost concerning any application are in conflict, the president will consult with both before arriving at his or her own recommendation.

Final decisions regarding the ~~award-grant~~ or denial of tenure or promotion shall be communicated to the candidate in writing.

Annual Report. The provost will report annually to the General Faculty the results of the tenure and promotion process. The report must contain statistics that show the percentage of applications that were successful and unsuccessful, the percentage of agreement between the president's, UCTP's, provost's, deans', and chairs' recommendations in tenure and promotion decisions, and the positive and negative vote of local units taken as a whole.

ANNUAL PERFORMANCE REVIEW, THIRD-YEAR REVIEW AND POST-TENURE REVIEW

PURPOSE

The University of South Carolina's mission as a major teaching and research institution is founded on the teaching, research (including creative activities), and service efforts of a strong and dedicated faculty. Affirming its commitment to tenure as essential to its mission, the university supports faculty in reaching their maximum professional

5. Dean's Assessment

The dean shall review the unit's post-tenure review report, any statement of a faculty member appealing an unsatisfactory assessment, and any recommendations of the unit's tenure and promotion committee. The dean shall then assess, in writing, the faculty member's overall performance as superior, satisfactory, or unsatisfactory. The dean shall provide the faculty member with a copy of the dean's assessment.

OUTCOMES IN ANNUAL PERFORMANCE REVIEW AND POST-TENURE REVIEW

1. A Superior Review

A superior evaluation will be noted in a faculty member's personnel file when both the academic unit and the dean assess the faculty member's performance as superior. Any faculty member who receives a superior evaluation in a post-tenure review may receive a financial reward including merit increase to base pay as determined by the provost, in addition to any annual raise.

2. A Satisfactory Review

A satisfactory evaluation will be noted in the faculty member's personnel file when either the academic unit or the dean assesses the faculty member's performance as at least satisfactory.

3. An Unsatisfactory Review

- a. An unsatisfactory evaluation will be noted in a faculty member's personnel file only when both the unit and the dean assess the faculty member's overall performance as unsatisfactory.
- b. A faculty member receiving an unsatisfactory evaluation is subject to the procedures set forth below in Section 5 of "Outcomes in Annual Performance Review and Post-Tenure Review."
- c. When a faculty member receives an unsatisfactory evaluation, the dean must deliver to the provost copies of: (1) the unit post-tenure review report and any recommendations for a development plan; (2) the written statement of a faculty member if the faculty member appealed the unit's assessment; (3) any recommendation of the unit tenure and promotion committee or subcommittee; and (4) the dean's assessment.

4. Summary of Outcomes of Annual Performance and Post-Tenure Review

In summary, the matrix of outcomes for annual performance and post-tenure review

college in conjunction with the dean of that college. Each committee shall normally consist of at least five members; in cases where the chair or professorship is specific to a department, a majority of the committee membership shall be tenured faculty in that department. The committee shall then forward in writing to the dean its recommendations for appointment. When there are multiple qualified nominees, the committee may, but is not required to, rank the nominees in order of the committee's preference. The dean's recommendation, along with the file of the recommended nominee and the recommendation of the college committee, shall be forwarded to the provost. The file shall then be subsequently reviewed by the University Committee on Named and Distinguished Professorships and the President of the University. The president shall have sole authority to award endowed chairs and professorships, except when that authority has been reserved by the Board of Trustees.

The policy outlined above governs only chair searches limited to faculty currently tenured or on tenure track at the University of South Carolina. When time is critical, the provost may impose an expedited schedule for consideration of an internal chair appointment, but shall not exclude any of the steps set forth above.

CLASSROOM PROCEDURES

EXAMINATION AND GRADING SYSTEM

Each semester, faculty members shall give final examinations, including laboratory examinations, in accordance with the published schedule and shall not deviate from it without prior approval from their dean. All deviations shall be reported to the registrar by the dean.

In any course or laboratory that meets weekly, no quiz, test, or examination shall be given during the last class session before the regular examination period. In any course or laboratory that meets two or three times a week, no quiz, test, or examination shall be given during the last two class sessions before the regular examination period. In any course or laboratory that meets more than three times a week, no quiz, test, or examination shall be given during the last three sessions before the regular examination period.

The *Undergraduate Studies Bulletin and the Graduate Studies Bulletin* describe the university grading system.

Faculty members shall meet the stated deadlines for submitting grade reports. All grades shall be submitted ~~as instructed by the registrar to the chair or dean~~ no later than seventy-two hours after the date of the scheduled final examination. Grades for graduating students may be required earlier than other grades, but in no case shall faculty members be required to submit grades before noon of the day after the final examination. All students listed on the grade sheet shall be given a grade.

CHANGE OF GRADES (UNDERGRADUATE)

Grade changes based on transcription or computation errors shall be reported directly to the office of the university registrar on the appropriate grade-change form signed by the instructor and the head of his or her academic unit. A request for a grade change must be submitted by the instructor

no later than one calendar year from the date on which the grade was reported. Beyond this period, grade changes shall be considered only in exceptional circumstances and must be handled through the petition procedure of the student's college. Any other grade change request resulting from enrollment discrepancies, medical withdrawals, or perceived administrative errors (changes to W, WF, AUDIT, CREDIT, S/U, or to I) must be submitted on the appropriate forms with signatures and documentation to the dean of the student's college for review through the petition procedure. This does not apply to the routine makeup and extension of an I (incomplete) and posting of a permanent grade to replace the recorded NR mark. An I turns into a grade of F after one year; a NR turns into a grade of F after one semester. Special make-up work or examinations to change grades already recorded are not permitted.

CHANGE OF GRADES (GRADUATE)

In case of errors in reporting final grades, instructors shall complete grade-change forms and send them to the Graduate Council within one year of the course completion date. Beyond this period, grade changes shall be considered only in exceptional circumstances. The council shall forward its decision to the dean of the Graduate School. Special make-up work or examinations to change grades already recorded are not permitted.

BOOKS FOR CLASSES

Instructors must submit textbook information, including whether a textbook will be used, to the University Bookstore.

Instructors experiencing difficulty with textbook orders should discuss it with the director of the bookstore. If the problem persists, instructors should present the problem in writing to the Bookstores Committee. If the problem is not resolved to the satisfaction of the instructor, the textbook order may be placed exclusively with other stores. When doing so, the instructor shall inform the director of the [Russell House](#) bookstore.

Instructors shall not sell textbooks or other materials to their classes.

For information on copying materials for class that are copyrighted by third parties, see the *Policies and Procedures Manual*.

3/ RESEARCH AND SCHOLARSHIP

GENERAL RESEARCH POLICY

The Office of Research (<http://www.sc.edu/research/>) has overall responsibility for facilitating the research enterprise at the University of South Carolina. The Vice President for Research works closely with the provost, deans, center directors, faculty, and staff on research policy. It is the responsibility of faculty, students, and staff to be aware of and to abide by all relevant university, state, and federal regulations that may be applicable to the conduct of their research and scholarly efforts. In addition, the ~~Office of Finance~~ [Division of Administration and Finance](#) provides support for post-award fiscal management of contract and grants through its Office of Contract and Grant Accounting.

ADMINISTRATIVE SUPPORT

Sponsored Awards Management (SAM) (<http://sam.research.sc.edu/>) SAM serves as the research administration office for the University, and also has responsibility for many pre- and post-award functions. Specific functions include the following:

- Reviewing and approving proposals to assure that they comply with both sponsor and University guidelines; that budgets are accurate and consistent, with clear and concise justifications; and that both direct and indirect costs are appropriately recovered. Proposal submission and institutional review are currently facilitated by the USCera system (<https://sam.research.sc.edu/uscera/>).
- Negotiating and accepting grants and contracts on behalf of the University.
- Issuing subcontracts.
- Serving as the principal liaison between the University and its sponsors.
- Approving programmatic and budgetary changes to sponsored projects (including the establishment of new fund codes).
- Facilitating closeout documentation.

Contract and Grant Administration

The Office of Contract and Grant Accounting (CGA) <http://www.cga.sc.edu/> is responsible for the accounting and management of all restricted contracts and grants within the University System. For each grant or contract, this office prepares invoices, electronic letter of credit transactions, and financial reporting. The CGA office:

- Establishes all local, state, federal, and private grant accounts after receipt of account memorandum and budget from SAM.
- Reviews and approves all transactions processed on any local, state, federal, or private grant or contract.
- Has responsibility for invoicing and filing financial reports.
- Monitors grant activity to ensure expenditures do not exceed available revenue funds and cost share agreements and expenditures for compliance with grant/contract requirements.
- Is responsible for closeout and deactivation of all grant accounts.

- Generates time and effort reports for all sponsored program activity of University personnel on a monthly basis and, formally, compiles them twice a year in compliance with federal guidelines.

South Carolina Research Foundation (SCRF) The SCRF is a 501(c)(3) corporation, formerly known as the South Carolina Research Institute, which was established in 1997. The SCRF provides greater flexibility and competitiveness in implementing research grants and contracts, building infrastructure, and developing intellectual property for the faculty. SCRF's management responsibilities include aspects of USC's intellectual technology licensing program. SCRF is an element in the University's strategy for research growth, supporting faculty efforts, and helping the University faculty with their scholarship goals (University Policy [RSCH 1.02 –Sponsored Programs Administered through USC Foundations](#)).

~~Intellectual Property~~Technology Commercialization Office (<http://ip.research.sc.edu/>) The Intellectual Property Office works in conjunction with the Intellectual Property Committee to leverage the intellectual property owned by USC. The Intellectual Property Office assists USC faculty, staff, and students in identifying, protecting, and commercializing the University's intellectual property for the purpose of benefiting society and spurring economic growth for our state, regional, and national economies. The Intellectual Property Committee serves as the intellectual property advisory body within the University and is charged with considering issues involving intellectual property, including patent and copyright matters.

RESEARCH-RELATED AREAS OF FACULTY RESPONSIBILITY

PRINCIPAL INVESTIGATOR - ELIGIBILITY

Only faculty and staff with whom the University has or intends to have an on-going contractual relationship may serve as principal investigators (PI) or program directors (PD) for projects, research or otherwise, supported by external funding sources. Final approval regarding eligibility to serve as a PI rests with the department chair and dean of the proposed PI's supervising unit.

The Principal Investigator (PI) or Program Director (PD) is the individual ultimately responsible for any sponsored project, and, thus, is the primary individual in charge of directing both the research and administration of a grant, cooperative agreement, training, or public service project, contract, or other sponsored project. Failure to abide by relevant federal, state, or University policies may result in appropriate sanctions by sponsoring agencies or administrative officials of the University.

- The PI/PD is responsible for the completion, accuracy, and timeliness of all technical reports required by the sponsor.
- The PI/PD is responsible for ensuring that all financial aspects of the project are completed in a timely manner so that SAM can submit financial reports as required by the sponsor and CGA can perform the accounting and fiscal management required.
- In consultation with the department chair, director, or dean, the PI/PD ensures sufficient financial administrative oversight to manage the financial and other administrative functions related to the grant.

Consulting

Faculty and senior administrative staff members may participate in outside activities or consulting work during their regular academic appointment. This work must contribute to their professional development and not interfere with any research, teaching, and university service obligations. Such activities must be 1) approved by and 2) reported to the faculty member's unit head.

Within the University, consultation is expected as a normal part of professional duties University Policy (~~BUSF 3.09 Contracts and Grants-Consultant Services~~[FINA 3.09 Contracts and Grants--Consultant Services](#)); however, in unusual circumstances, paid intra-university consulting may be authorized with the advance approval of the 1) appropriate University administrator(s) and 2) external sponsor.

In addition to University policy, principal investigators also must adhere to sponsor policies governing financial conflicts of interest. For instance, investigators applying to the National Institutes of Health (NIH) and other Public Health Service (PHS) agencies, as well as to the National Science Foundation (NSF), are required to disclose at the time of proposal submission, any significant financial interests that might affect or be affected by the conduct of the research in their proposals. The Office of Sponsored Awards Management in conjunction with the USC Conflict of Interest Committee oversees this process and implements the appropriate procedures to ensure compliance with sponsor requirements.

MISCONDUCT IN RESEARCH

Misconduct in Research is defined as fabrication, falsification, or plagiarism or other practices that seriously deviate from those that are commonly accepted within the scholarly community for proposing, conducting, or reporting research (University Policy [RSCH 1.00 –Misconduct in Research and Scholarship](#)). It does not include honest error or honest differences in interpretations or judgments of data. Members of the University community are obligated to report suspected instances of misconduct. If an allegation is found to be unsupported, but was submitted in good faith, no further action, other than informing all involved parties, shall be taken. The proceedings of an inquiry, including the identity of the respondent(s), shall be held in strict confidence to protect the parties involved. If the Provost finds that an allegation was unfounded and malicious, appropriate University procedures may be invoked to address the actions of the complainant(s). If it is determined that there are grounds for a charge of misconduct, appropriate action will be taken as detailed in University Policy [RSCH 1.00 Misconduct in Research and Scholarship](#).

INTELLECTUAL PROPERTY

USC's primary mission lies in the creation and dissemination of knowledge in works of the intellect, in whatever medium (tangible or otherwise) they may be embodied or expressed. USC's policy on intellectual property rights recognizes and acknowledges that these rights may arise in such works from time to time as a result of efforts by members of the University community (University Policy [ACAF 1.33 Intellectual Property Policy](#)).

USE OF HUMAN SUBJECTS IN RESEARCH

In accordance with federal law, accepted ethical principles, University policy, and the University's federal wide assurance of compliance, filed with the U.S. Department of Health and Human Services, every USC investigator conducting human subject research, whether or not funded by a federal sponsor, must submit a proposed research plan to the University's Institutional Review Board (IRB) for review and approval. In addition, investigators who participate in human subject research must complete training in human subject research, and otherwise must comply with IRB policies and procedures. Research may not begin until the IRB has approved the research plan and all related consent documents. Further information and a full statement of applicable University policies and procedures are available on the Office of Research Compliance website at: http://sc.edu/about/offices_and_divisions/research_compliance/irb/index.php. <http://www.ore.research.sc.edu/irb.html>

USE OF ANIMALS IN RESEARCH

The University of South Carolina recognizes that the use of laboratory animals for teaching and research is fundamental to advances in biology and medicine and is a privilege regulated by a variety of agencies (University Policy ~~ACAF 5.03 Care and Use of Laboratory Animals~~ [RSCH 5.03 Care and Use of Laboratory Animals](#); University Policy ~~ACAF 5.04 Protocol for Reporting Misuse of Animals, and University Policy ACAF 5.05 Inspection of USC Animal Facilities by Non-USC Personnel~~). The University endorses the Principles for the Care and Use of Laboratory Animals of the National Institutes of Health; has implemented the recommendations of The Guide for the Care and Use of Laboratory Animals (1996); and is complying, and will continue to comply, with the Animal Welfare Act and other applicable statues and regulations concerning the care and use of laboratory animals. Work with live vertebrate animals may not begin until approval by the Institutional Animal Care and Use Committee (IACUC) is obtained. Faculty members contemplating using live vertebrate animals in research, teaching, or testing should refer to the [Division of Laboratory Animal Resources \(DLAR\) Animal Facilities Resource](#) website for complete information regarding applicable policies and procedures at: <http://sam.research.sc.edu/animalcare/index.html>, <http://usem.med.sc.edu/ARF/index.html>—The IACUC website is located at http://sc.edu/about/offices_and_divisions/research_compliance/iacuc/index.php.

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ENVIRONMENTAL HEALTH and SAFETY

The Environmental Health and Safety Committee (EHSC) reviews and provides guidance concerning health and safety issues affecting faculty, staff, and students. The committee can amend health and safety policies and make new policy recommendations when necessary. It also acts in an oversight role to the Radiation Safety and Biosafety Committees. EHSC works in conjunction with the Office of Environmental Health and Safety (EHS), which provides the University community with the services and training required to ensure safety and environmental responsibility. The Office also is charged with ensuring University compliance with all health and safety related regulations. (<http://ehs.sc.edu>)

USE OF RECOMBINANT DNA AND BIOHAZARDOUS MATERIALS IN RESEARCH

The University of South Carolina (USC) utilizes various recombinant DNA molecules (rDNA) in scientific research. All projects involving recombinant DNA techniques must comply with the *NIH Guidelines*. The *NIH Guidelines* require the university to establish an Institutional Biosafety Committee (IBC) whose responsibilities need not be restricted to recombinant DNA. The scope of USC's IBC has been expanded to review all research and educational activities involving the use of potentially infectious materials. All research involving rDNA or other biohazardous materials must be reviewed and approved by the IBC prior to initiating research. Principal Investigators are notified directly of the results of the IBC review and approval. The IBC reports directly to the Vice President for Research ~~and Economic Development~~. Information regarding the IBC and biohazardous materials can be found at:- <http://www.sc.edu/ehs/BioSafety.htm>.

USE OF SELECT AGENTS

The principal investigator is held responsible for assuring that s/he registers all possession, transfer, and receipt of Select Agents. S/he is also responsible for assuring that his or her laboratory fully complies with all prescribed safety policies and procedures. Consequently, the PI must work closely with the Director of the Biological Safety Division of the Occupational and Environmental Safety Office, who serves as USC's Responsible Official, or "RO", to assure compliance with this standard.

USE OF HAZARDOUS CHEMICALS

All work involving the use of hazardous materials must comply with federal, state, and local regulations regarding the shipment, handling, and disposal of such materials (specific information available on the EHS website). Researchers shall provide a list of all chemicals used in the research to EHS to assure compliance with the Toxic Substances Control Act (TSCA) and to the notification requirements of the Emergency Preparedness and Community Right-to-Know Act. Certain chemical materials have been designated as "Particularly Hazardous". These include materials that are highly toxic, carcinogenic, or affect human reproduction. Investigators using any of these materials are required to prepare a written standard operating procedure that specifically identifies the methods of use as well as required protective measures and approved disposal procedures.

USE OF RADIATION AND LASERS

Radioactive materials and X-ray units used in research require authorization from the Radiation Safety Committee. To obtain authorization, one must (1) be a full-time member of the faculty, (2) have training and experience commensurate with the types and amounts of radioactive materials you intend to use, and (3) submit an application for review and approval by the Radiation Safety Committee. More information and application materials can be found at: <http://www.sc.edu/ehs/> ~~http://ehs.sc.edu/~~

Lasers are a potential safety hazard in the laboratory, and USC's Laser Safety Program is designed

to address that hazard, specifically for Class 3b and Class 4 lasers, which pose the most serious risks. Under USC policy, a faculty member responsible for such a laser is called a Principal Laser User (PLU). The PLU is directly responsible for the safe use of the lasers under his or her control, and should complete the training for those that are Class 3b or Class 4 lasers. Training information is provided by the Radiation Safety Committee.

REPORTING ACCIDENTS AND INJURIES

Accidents and injuries that occur on the job must be reported to a supervisor as soon as possible. The supervisor reports the accident to the unit head and the human resources division is notified. Medical attention should be sought immediately if the injury or illness is severe. All incidents must be documented. This information is important in helping USC evaluate the circumstances of the incident and develop strategies for prevention of reoccurrences.

CONTRACT AND GRANT ACCOUNTING AND MANAGEMENT

CONTRACT AND GRANT ACCOUNTING (CGA)

As a recipient of federal research awards, USC is accountable to sponsoring agencies for financial compliance with appropriate agency regulations (University Policies ~~BUSF 3.00—3.19~~[FINA 3.00 – 3.19](#)). Each employee of the University who is involved in sponsored projects administration has an obligation to ensure compliance with sponsor and University requirements for managing sponsored funds.

F&A COST RECOVERY ON GRANTS AND CONTRACTS

Direct costs of externally sponsored grants and contracts may include the salaries and wages of personnel working on these projects, the cost of equipment, travel, supplies, materials, and other such project-specific expenses that are required for the projects undertaken. In addition to these direct costs, however, the University incurs a significant amount of indirect costs that are associated with projects and are required to support them (University Policy [RSCH 1.02 Sponsored Programs Administered Through USC Foundations](#)). These are referred to as "facilities and administrative" (F&A) costs. F&A costs are general infrastructure costs required to operate the university's research programs and cannot be related precisely to any individual grant or contract, since they include such items as: (1) the cost of maintenance, heating, lighting, and cleaning the buildings in which the sponsored research is conducted; (2) the administrative costs to the University of such components as procurement, accounting, and other units that provide services to grant and contract recipients; and (3) central support services and facilities, such as the libraries. These costs are real and the collection of F&A costs ensures the maintenance of the University infrastructure necessary for carrying out sponsored research activity.

It is the University's policy to require the inclusion of full F&A cost recovery on all sponsored project proposals for external funding (University Policy [RSCH 1.02 Sponsored Programs Administered Through USC Foundations](#)). Deviations (waivers) from the University's approved F&A rate require prior administrative review and approval.

In the spirit of cooperation and collaboration among all units within the University, all awards involving investigators from multiple schools and departments will be set up with accounting subcodes. This practice will generally ensure distribution of the indirect costs in accordance with the operational costs associated with each participating investigator, thereby providing support for research space and administrative costs.

COST-SHARING

The University will not generally commit resources to a project unless required to do so by the sponsor. Cost-sharing can take a variety of forms according to the specific sponsor requirements.

The following general guidelines should be observed:

- Any decision to cost-share should reflect the University's overall priorities. Requests for cost-sharing must be made and the commitments must be documented at the time of proposal submission.
- Cost-sharing is not a method of covering unexpected project expenses or of accommodating cuts in a proposal's budget.
- Retroactive cost-sharing is generally not considered to be in the best interest of the University.

EQUIPMENT TRANSFERS

All guidelines for USC departmental property officers are based on this fundamental concept: assets are owned by USC for use by particular departments of the University (University Policy [BUSF 5.00 Property Accountability](#)). Every department is responsible to account for the assets it uses. This responsibility includes total accountability for disposal, changes, and transfers of assets, and a commitment to secure top value for all items sold or traded-in. In most cases, the equipment is the property of the University or the government. However, when the principal investigator's grant-funded research activity is transferred to another institution, and the principal investigator or the granting agency submits a request for certain equipment to be transferred, it is usual practice to release the equipment in accordance with established policy and procedures (University Policy [BUSF 5.00 Property Accountability](#)). Transfers of equipment between colleges or campuses within USC are handled in a similar manner.

EFFORT COMMITMENT

Most sponsored projects require that some level of effort by key personnel is committed to the project (University Policy ~~[BUSF 3.12 Contracts and Grants: Personnel Activity Reporting System](#)~~[FINA 3.12 Contracts and Grants: Personnel Activity Reporting System](#)). In most cases, this is “committed” effort that is reflected in the individual’s payroll distribution. In other cases, a faculty member may have uncommitted effort specifically associated with the project. In either case, in support of applicable federal regulations, all individuals need to ensure that their effort certification accurately reflects their activities, both sponsored and non-sponsored.

The senior vice provosts, vice provosts, associate provosts and assistant provosts and the academic and executive deans are appointed by and serve at the pleasure of the executive vice president for academic affairs and provost.

SECRETARY OF THE UNIVERSITY AND THE BOARD OF TRUSTEES

The secretary of the university and of the Board of Trustees shall be elected by the board to serve at the will of the board and shall be one of the principal officers of the university system. The secretary of the board shall serve as the official medium of communication within the university system between the Board of Trustees, on the one hand, and the university faculty, administrative officers, individual members of the staff, student organizations and students, on the other. The sole exception to this rule of procedure shall be communications made directly to the board or its members by the president. The secretary shall perform other duties as may be assigned by the board or by the president.

TREASURER OF THE UNIVERSITY

The treasurer shall be elected by the board. In consultation with the chief financial officer, this officer shall be responsible for all accounting functions and for all funds of the university system and shall furnish to the board or to the president at any time requested a financial statement of the university and shall at least once during each fiscal year supply all members of the board with a combined revenue and expenditure report of the university. The treasurer shall also perform other duties as may be assigned by the board or by the president.

VICE PRESIDENTS and Other Direct Reports to the President

All vice presidents, the chief financial officer, and the executive director of economic development, unless otherwise noted, report to and serve at the pleasure of the president.

~~The vice president for communications is responsible for university communications including media relations, marketing, web communications, publications, and printing services.~~

The vice president for development ~~and alumni relations~~ is responsible for university development (fundraising), alumni affairs (Carolina Alumni Association), and advancement administration (constituent relations and constituent data management),

The chief financial officer is responsible for the overall functions of budgets and systems, business affairs, capital finance, bursar operations, controller, contract and grant accounting, payroll, purchasing and central stores, inventory control, and facilities. The chief financial officer collaborates with the executive vice president for academic affairs and provost and the director of strategic planning on the planning process for the academic units.

The vice president for human resources has the primary responsibility for the development and direction of comprehensive personnel programs for the university system.

The vice president for information technology and chief information officer is responsible for coordinating and facilitating the university information technology infrastructure. The vice president is appointed by, reports to, and serves at the pleasure of the executive vice president for academic affairs and provost.

The vice president for research is responsible for policies and services that support the university's research activities.

~~The executive director of the Office of Economic Engagement is responsible for all economic development activities and technology transfer commercialization.~~

The vice president for student affairs, vice provost and dean of students provides leadership and supervision for the staff and programs of the division of student affairs, and serves as a liaison between students and the university administration. The vice president also serves as vice provost to oversee selected academic support functions. The vice president/vice provost is appointed by, reports jointly to, and serves at the pleasure of the president and the executive vice president for academic affairs and provost.

ACADEMIC DEANS

The dean of a school or college is the chief academic administrator of the unit and as such is responsible for the personnel and program administration of that division and reports directly to and serves at the pleasure of the executive vice president for academic affairs and provost. The dean reviews curricula and programs in the school or college, appoints chairs of departments and assigns their duties, supervises the use of funds, space, and equipment allotted to the academic unit, and supervises the preparation of the budget of the division. The dean is the presiding officer of the faculty of the school or college. Deans of colleges or schools that are not departmentalized also have the duties and responsibilities of department chairs (see below).

~~In the South Carolina College of Pharmacy (SCCP), the SCCP campus dean reports directly to the SCCP executive dean who in turn reports directly to and serves at the pleasure of the executive vice president for academic affairs and provost at USC and vice president for academic affairs and provost at MUSC. The executive dean reviews curricula and programs in the SCCP, appoints chairs of SCCP departments and assigns their duties. The campus dean supervises the use of funds, space, and equipment allotted to the academic unit, and supervises preparation of the budget of the division and assumes other responsibilities that may be delegated by the executive dean.~~

DEAN OF THE GRADUATE STUDIES SCHOOL

The ~~dean of graduate studies~~dean of the Graduate School, appointed by the executive vice president for academic affairs and provost, establishes and enforces standards of graduate work, recommends and coordinates plans for the development of graduate programs, and formulates policies to implement such plans. The dean serves ex officio on the graduate council, chairs meetings of the graduate faculty, coordinates graduate curricula, has administrative responsibility for admission to graduate study, and nominates candidates for graduate degrees. The ~~dean of~~

~~graduate studies~~ dean of the Graduate School reports directly to and serves at the pleasure of the executive vice president for academic affairs and provost.

DEAN OF UNDERGRADUATE STUDIES

The dean of undergraduate studies, appointed by the executive vice president for academic affairs and provost, establishes and enforces standards of undergraduate work, recommends and coordinates plans for the development and improvement of undergraduate programs, and formulates policies to implement such plans. The dean of undergraduate studies reports directly to and serves at the pleasure of the executive vice president for academic affairs and provost.

COMPREHENSIVE CAMPUS CHANCELLORS

The chancellors of the three comprehensive campuses of the University of South Carolina report to the president and serve as the chief executive officers of their campuses. The chancellors are responsible for the academic, administrative, fiscal, athletic, physical plant and student affairs of their institutions and serve as the primary liaison between their comprehensive campus and USC Columbia, the South Carolina Commission on Higher Education, and the South Carolina General Assembly. The chancellors of the comprehensive campuses serve at the pleasure of the president.

CHANCELLOR OF PALMETTO COLLEGE

The chancellor serves as the chief administrative officer of Palmetto College, which includes the coordinated distance education offerings of the college and the University of South Carolina's four associate degree-granting regional campuses. The chancellor is responsible for ensuring the full participation of the college in overall planning, resource allocation, and program evaluation of the regional campuses as a part of the University of South Carolina System. The chancellor is appointed by and reports directly to president.

The chancellor serves as the chief administrative officer of Palmetto College, which includes the coordinated distance education offerings of the college and the University of South Carolina's four associate degree-granting regional campuses. The chancellor serves at the pleasure of the president.

REGIONAL CAMPUS DEANS

The deans of the four regional campuses of the University of South Carolina report to the chancellor of Palmetto College and are the chief executive officers of their campuses. The deans are responsible for the academic, administrative, fiscal, athletic, physical plant and student affairs of their institutions and serve as the primary liaison between their regional campus and USC Columbia, the South Carolina Commission on Higher Education, and the South Carolina General Assembly. The deans of the regional campuses serve at the pleasure of the chancellor of Palmetto College.

DEPARTMENT CHAIRS

Department chairs are appointed by and serve at the pleasure of the dean of a school or college. The dean notifies the provost of the appointment of department chairs. ~~In the South Carolina College of Pharmacy, department chairs are appointed by the executive dean and confirmed by the presidents and the provosts of the University of South Carolina and the Medical University of South Carolina.~~

The chair has a responsibility to departmental faculty in matters relating to teaching and research and is responsible also to the dean of the college and other officers of the university for implementing university policies as they apply to the affairs of the department.

The department chair is responsible for the general conduct of departmental affairs and reports to the dean of the college or school. The chair is responsible for appointments and non-reappointments, promotions and tenure, except as delegated to the faculty in the *Faculty Manual*, resource allocation, and all other matters relative to the successful implementation of the department's educational and scholarly objectives in accordance with university policies. The chair will consult with and seek the advice of appropriate committees of the faculty with respect to educational policy and departmental governance.

A department chair will be evaluated in that position at least every five years, at the end of the term if appointed for a specific term of office, or at the discretion of the dean. A decision as to retention in that position will be made by the dean concerned after consultation with the departmental faculty and the provost. ~~In the South Carolina College of Pharmacy, the decision will be made by the executive dean after consultation with the departmental faculty, the campus dean, and the provosts of the University of South Carolina and the Medical University of South Carolina.~~

EXECUTIVE ASSISTANT TO THE PRESIDENT FOR EQUAL OPPORTUNITY PROGRAMS

This individual, appointed by the president, is responsible for planning, developing, administering, and evaluating affirmative action/equal opportunity policies and practices to ensure compliance with federal and state statutes relating to non-discrimination in employment and education.

ADVISORY COUNCILS

COMPREHENSIVE CAMPUS ACADEMIC ADVISORY COMMITTEE

The comprehensive campus academic advisory committee is composed of the executive vice president for academic affairs and provost, who serves as chair, the vice provosts, and the chief academic officer from each of the comprehensive campuses. The purpose of this committee is to provide recommendations regarding the academic mission of the university and academic issues affecting the comprehensive campuses to the president, executive vice president for academic affairs and provost, or other committees and governing bodies.

The council is composed of the president, the executive vice president affairs and provost, the ~~deputy and~~ vice provosts, the academic deans of the Columbia campus, ~~the executive and campus deans of the South Carolina College of Pharmacy~~, the dean of undergraduate studies, the ~~dean of graduate studies~~dean of the Graduate School, and the dean of libraries as voting members. The executive vice chancellor of Palmetto College also assumes an appointment as vice provost and serves on the council of academic deans. The vice presidents, the associate and assistant provosts and other university administrators are also invited to attend council meetings on a quarterly or ad hoc basis.

The council serves in an advisory capacity to the president and executive vice president for academic affairs and provost on academic matters including academic planning and the setting of priorities for the university. The council annually elects a chair from among the membership. The chair works collaboratively with the Office of the Provost to establish agendas that facilitate the exchange of information between deans and university officials.

McKissick Museum offers collections, exhibitions and educational activities in the areas of art, history, and science. It is located at the head of the historic Horseshoe and features six major exhibit areas. Guided tours and special programs are available year-round. McKissick Museum also administers the Museum of Education which is located in the College of Education in Wardlaw College, and the University of South Carolina Archives program.

COLONIAL CENTER, COLISEUM AND KOGER CENTER FOR THE ARTS

Colonial ~~Center~~Life Arena, Carolina Coliseum and the Koger Center schedule various types of music, sports, and entertainment programs during the year. Announcements are found in local and campus newspapers. The box office is located at the Greene Street entrance to the Coliseum.

COUNSELING AND HUMAN DEVELOPMENT CENTER

The Counseling and Human Development Center (CHDC) is the primary counseling service at USC. It is committed to the educational, personal, social, and emotional development of the student. The CHDC provides a variety of confidential services with a staff of counseling psychologists, a psychiatrist, a social worker, counselors, and supervised interns. Services are available to faculty and staff on a limited basis.

The major emphases of the CHDC are: individual and group personal-social counseling, marital, and relationship counseling, crisis intervention, psychological assessment, biofeedback training, and outreach programming. The center also offers consultative services to faculty members and has a variety of programs and workshops which may be requested by faculty in support of their personal professional development as well as for use in conjunction with their classes. The CHDC is fully accredited by the International Association of Counseling Services. The internship program is fully accredited by the American Psychological Association.

OFFICE OF ~~MEDIA-PUBLIC~~ RELATIONS

This department handles news media contacts on the local, state, and national levels to promote activities of colleges, departments, and faculty. Services are offered in the design of marketing programs to meet special promotional needs of academic units and in support of institutional goals.

RECREATIONAL FACILITIES

Specific information regarding costs, activities, and operations are available on the website of each facility.

SOLOMON R. BLATT PHYSICAL EDUCATION CENTER

Located on Wheat Street, the Blatt PE Center is available to all USC students, faculty and staff with a valid USC-Columbia ID Card. Dependents and spouses of full-time USC-Columbia students, faculty, and staff members with the purchase of a family membership are eligible to utilize the Blatt PE Center.

PARKING

The university's practice is to register vehicles of faculty members with the Parking and Vehicle Registration Services Office, Pendleton Street Parking Garage. Vehicles are required to have a current parking decal. Decals are not transferable, and registrants agree to remove them on disposing of vehicles or on severance of their University connection. Temporary permits for vehicles used as replacement for vehicles with the permanent decal may be obtained at the Parking and Vehicle Registration Services Office. Traffic and parking regulations are published annually. Copies may be obtained from the Parking and Vehicle Registration Services Office.

UNIVERSITY POLICE AND EMERGENCIES

In case of an emergency dial 911 from any campus land-line phone to reach the University Police Department. ~~From mobile phones, the University Police can be reached at 803-777-9111.~~

The University Police Department is located at the corner of Senate and Bull Street. This department handles all security matters, including traffic control. Reports of thefts, vandalism, traffic accidents, and other matters occurring on the campus and normally handled by the police should be reported promptly to the University Police Department (777-4215).

MAIL SERVICE

The University Station of the U.S. Post Office is a contract station located at 1600 Hampton Street and furnishes all postal services. U.S. Mail is collected and delivered twice daily to all departments by the campus mail service. Internal correspondence between departments and divisions of the university is also handled by this agency. The privilege of franking mail is limited to university business only.

PRINTING SERVICE AND PUBLICATIONS

Services are provided in writing, editing, design, and photography in support of publication needs of individual departments and colleges as well as the institution as a whole. Publications include *Carolina Magazine*; the alumni magazine, *Carolinian*; and the faculty/staff newspaper, *USC Times*.

Full-service typesetting, printing, binding, and duplicating service is provided for all university units. High-speed, high-volume duplicating equipment is available for production of classroom handout materials. Forms for placing orders are available in department offices and payment is processed through departmental accounts. The bulk mail processing unit is also located in the printing department.

UNIVERSITY BOOKSTORE

The University Bookstore, located in the Russell House complex, offers to both students and faculty required textbooks and other course related materials. In addition to a large selection of general trade books - paper and cloth - it also makes available supplemental, campus oriented merchandise including health aids, art, and engineering supplies. At the appropriate times academic regalia and class rings are offered through the bookstore.

SALARY CHECKS

All employees are paid semi-monthly, on the fifteenth and the last working day of the month. All faculty members must participate in direct deposit. Forms are available in the Benefits Office or Payroll Office to have their checks deposited in the bank of their choice. State law prohibits any advance in salary