

GROWING GREEN ... GROWING STRONG

**USC Upstate University Day
John C. Stockwell, Chancellor
August 20, 2008**

Green has never been my favorite color. What I really object to is the way I look in green. What I like – what I love, in fact – is green in its rightful place: the trees, grasses, mosses, mountains and valleys. Green suits the hemlocks and the sycamores, the poplars and the beeches. It is the infinite shades and tones of green so richly intermingled in nature that dissatisfy me with any single shade of green in a tie or a jacket.

Green has been USC Upstate's color for a long time ... from the Runnin' Rifles through our present day Spartans, from an NAIA national basketball championship through NCAA Division II to Division I.

I'm changing my mind about green. I'm seeing new associations, reasons to reconsider.

In my mind's eye, I see the possibilities of USC Upstate's "green" extending far beyond the "Spartan green." I see the fullness of meaning in "Go Green" ... richly intermingled greens ranging across infinite tones and shades beyond.

GREENING THE CAMPUS

I see a campus that "lives green," not that "it's easy being green."

Sustainability isn't cheap. Recyclable paper is more expensive. LEED certified buildings carry up-front costs. Retrofitting for green energy costs. But it's worth it.

I see six hundred trees that our landscape crew has planted over the past three years, and innumerable shrubs and grasses and floral beds. I look at aerial photographs and see parking lots shaded by overarching hardwoods and crepe myrtle. I look at the main quadrangle and thank Jack Turner for insisting thirty-five years ago that it be defined by small willow oaks, now grandly gracing and shading its borders.

And, I am thankful that we outlined the not-yet-realized new north quad with nutall oaks six years ago, long before we are ready to strip out the old and potted Campus Life Center parking lot and replace it with grass and plantings connecting the hilltop site of the new Health Education Center and the hilltop site for the new Library. I am thankful for the gift of the Susan Jacobs Arboretum that meanders across the north quad ... that green and living heart of the campus.

And, I am thankful for Spartanburg's Rotarians and the German American Club for gifts that made possible the International Rotary Peace Park at the entrance to the campus ...; and to the

Department of Transportation for landscaping grants for the interstate outparcels that exit onto the campus.

I see a Facilities Management group that thinks green. All of our major managers are active in state-wide organizations that support “green” concepts. Recycling now includes paper, cardboard, plastic, aluminum, yard waste, light bulbs and ballasts, batteries and waste oil ... all supported by recycling grants over the last ten years. We’re making the switch to energy efficient light bulbs, energy efficient motors, and reduced flow water fixtures.

With the exception of the Administration Building, improved heating/cooling controls have been installed across campus; roof replacements on nearly all major buildings provide better insulation as do many window replacements.

With much of the 308 acre campus now under irrigation, a newly installed weather station measuring rainfall, wind and temperature, computing and governing the proper amount of irrigation.

And new electric trucks move our staff round campus speedily and efficiently.

LEED architectural standards (which stands for “Leadership in Energy and Environmental Design”) are in effect for all our new construction. The Health Education Center, for example, will be LEED certified at a very high level as will the new Johnson College of Business and Economics.

Palmetto House was our first LEED construction. And Magnolia House (digitally inserted in this picture) will be our next. “Magnolia” will be the second of “The Tree Houses,” scheduled to open in Fall 09. In future years, the third and fourth will be built to form “The Tree Houses” Quadrangle.

We just signed the construction contract for Magnolia House last week and the construction fence is now in place. The “lay-down” site for materials will be the parking lot in front of the Rampey; so, for the time being, Rampey parking is relocated on a temporary gravel lot off North Campus Boulevard.

A further word about parking Property near the front of the campus that we acquired last year is being transformed into an additional a street that will align with and extend University Way across the front of the campus, and will provide 157 additional student parking spaces close to the main quadrangle

We’ve constructed two new lots across North Campus Boulevard for expanded Health Ed Center parking, accommodating over 100 faculty, staff and student cars.

Because of timing on contracts and contractors’ availability this summer, we are delaying our plans through the end of the Fall Semester to return the Campus Life Center parking lot to grass and trees. Though that is disappointing from a master plan perspective, our students will be pleased. By mid-year we will have opened the front-of-campus lot and a new lot off North

Campus Boulevard west of the Health Education Center, greatly relieving the pressure. We are, however, proceeding to close Hodge drive to through traffic, allowing for access to residential parking, but creating a safety crossing zone for the high levels of pedestrian traffic from the residence halls.

In addition to filling to capacity our own university housing, three large, privately owned student residential complexes are now located on the immediate borders of the campus: Campus Edge Apartments housing 500 students, College Point housing 350, and the just completed Campus Suites Apartments opening this month with capacity for 480 student residents.

The Office of Student Life is implementing “The Green Series” this fall, with programs, speakers and educational opportunities that encourage a campus-wide intention of “living green.” This past spring, some of our students together with others in the College Town group launched the Spartanburg Intercollegiate Green Alliance, to promote action on environmental issues in our community and on our campuses.

And Sodexo, our dining contractor, has been cited for the third year running in the Dow Jones Sustainability Index, tracking the performance of leading sustainability-driven companies worldwide. Sodexo has obtained top scores in risk management, food safety, social and environmental responsibility. For USC Upstate, that translates into locally purchased produce, recycled paper, unbleached napkins, tray-less dining limiting detergent, food waste recycling, recyclable mugs and bag-less or paper bag take out ... and a push toward healthier dining choices.

By the way, we just signed a new 10 year contract with Sodexo ... as part of the agreement, committing \$1.5 million in capital project development to USC Upstate plus an increased commission on sales.

These “green” accomplishments are all noteworthy, but we need a focus for the future greening of the campus.

I have recently signed the “American College and University Presidents Climate Commitment.” This Commitment – signed by 500 other institutional leaders in its first year. This commitment signals an institutional effort to achieve climate neutrality for the campus and developing the capability of our students to help society do the same.

We are committed to develop a comprehensive plan that includes ...

- reduction in annual greenhouse gas emissions;
- specific targets and timelines to achieve climate neutrality; and,
- sharing our commitments and progress reports with fellow institutions.

Initially, we are committed to ...

- two or more ‘immediate actions’ that demonstrate results, and;
- the assignment of specific responsibility to coordinate and monitor our efforts.

To implement this commitment, I am today announcing the formation of the Environmental Advisory Committee to be chaired by professor of Geology, Dr. Chip Green. I can't escape "green." Can you think of a better name than "Green" to chair this group? Or can you think of a better person? Chip has long been advocating the formation of such a committee and will lead it well. Joining him will be Vice Chair Rick Puncke (Director of Facilities Management), and others.

Chip is on sabbatical this semester; but he will be conferring with Rick Puncke to get the Environmental Advisory Committee up and running.

Back to the "green" that got us started. We've engaged a design firm to reconsider our athletics logo, seeing if we can't capture all the energy of green in the Spartans look. And we deserve the best look possible. In our first year of Division I competition, we opened the men's basketball season by beating Southern Methodist University on their home court ... by two points. The Spartans won the Atlantic Sun Conference championship in Women's Tennis and Softball. Emily Tangwar was three-time Conference cross-country and track and field champion, and A-Sun performer of the year. Two teams won all-conference academic awards. Tennis player Diana Martinez was named first-team Academic All-American. And 54% of our athletes earned a 3.0 GPA or better this past Spring Semester.

Look for these names on our schedules in 2008-09: Army, Boston College, Clemson, College of Charleston, Duquesne, Furman, Georgia, Georgia Tech, Gonzaga, Mississippi, Navy, N.C. State, St. Louis, Tennessee, Virginia Tech ... and, in baseball at our own Cleveland Harley Stadium on April 21st, The University of South Carolina Columbia.

GREENING THE COMMUNITY

I look in the mirror each morning and realize that I could use some "greening" myself ... some trimming, some shaping up.

We're all going to have that opportunity with the November 20th opening of the Wellness Center. There are two reasons for this date. First, the Wellness section of the Health Education Center is still under construction and will not be completed until the late middle of the semester.

Second, November 20th is the date of "The Great American Smoke-Out," and the date on which the USC Upstate campus will go smoke-free.

Our Student Government Association led the way last year in calling for a "tobacco-free" campus. In addition, the Faculty Senate, the Staff Council and the Spartanburg County Commission for Higher Education all approved this move. I'm proud to say that we are leading the way in the "completely smoke free campus" movement. Nationally, a very small number took this step last year – most notably Indiana University. More will do so this year and we will be among that national leadership group.

Erin Morgan, Coordinator of Alcohol and Drug Education Programs, will roll out today a very thorough set of web pages explaining our policy, answering questions, and providing fact sheets and resources available on and off campus to assist in smoking cessation.

Mark November 20th on your calendar. The night before, we will host a gala for our many donors who helped make the Health Education Center a reality. At noon, we will host a grand opening celebration with tours of the Center open to all comers ... and that evening, a great event for our students who, through their fees, have contributed so directly to the construction of the Wellness Center.

Beginning September 1st, Mark Ritter will join our staff as Director of the Wellness Center. Mark most recently occupied similar positions at Florida Institute of Technology and Texas A&M, and he comes to us very well prepared for the challenging task of equipping, setting policy for, and operating the Center. In addition, Mark will lead in program development, activity coordination and communication of the "Healthy Upstate Carolina" recommendations prepared last year by a task force chaired by Sheryl Turner-Watts, focused on enhancing the health and wellness of students, faculty and staff of USC Upstate.

GREENING THE ORGANIZATION

Our search continues this fall for a senior vice chancellor for academic affairs, vacated this past spring by Dr. Reginald Avery, serving now as President of Coppin State University. The search committee worked quickly and effectively through the spring semester under the leadership of Dr. David Ferris, accumulating a large number of interested and qualified candidates, bringing three to campus early this summer for interviews. Though each was compelling in his or her own way, none was regarded as ideally fit for the position. The Committee will wrap up this important search early this year.

As you all know, Leon Wiles, having served the University for twenty-seven years, most of that time as vice chancellor for student and diversity affairs, took a new post as chief diversity officer at Clemson.

We are fortunate to have the skill and experience of Laura Puckett-Boler, dean of students, to step in as interim vice chancellor for student affairs while we undertake a search.

With Leon's departure, I have separated "diversity" from the "student affairs" portfolio for which he was responsible. Two reasons.

First, over the past fourteen years, we've become an increasingly residential campus. This imposes on our next hire the need for a lean and focused capacity on building ever stronger student affairs, residential and student life programs; developing a fully functioning student union, increasing the range and substance of student support and student activities, and providing proper student affairs services to our Greenville operations.

Secondly, in separating the diversity agenda, I am very pleased that our African American and other minority group numbers have reached and sustained at about 32% of our student

enrollment. Without question, we have groomed this institution as a state-wide, even national model for inclusion.

I have been concerned in recent years, however, with our static numbers of minority group numbers among faculty and administration. Though faculty number over 12%, the second highest among the State's ten teaching sector universities, they could and should be higher, given our student mix and the metropolitan region we serve. And last year's loss of two African Americans among our senior leadership team has hurt.

Therefore, I have asked Dr. Warren Carson to undertake a three-year assignment as Chief Diversity Officer beginning this fall, a duty he has agreed to assume concurrent with his roles as professor and department chair.

Dr. Carson's charge will be, first, to work with search committees, deans and the Cabinet to increase minority group members among faculty and administration; and, second, to work with minority group members and to advise the administration on means to strengthen the prospects of retention.

In the early days of this semester, before the faculty "search season" begins, Warren will meet with the Cabinet and Academic Council to develop strategies. Then, as searches are authorized, he will work closely with deans, chairs and search committees to help assure aggressive and productive faculty and administrative searches.

Some other reorganizational "greening" has been undertaken this summer as well.

Mike Irvin, joining our staff in February as vice chancellor for university advancement, has named Bea Smith as Director of Alumni Relations, Scholarships and Alumni Giving; Yolanda Robinson as Director of Advancement Services; Susan Hodge as Director of Development for the College of Arts and Sciences, the School of Education and the Library; Susan Dent as Director of Development for the Mary Black School of Nursing; and, within the last few days, Bubba Kennedy began his work with us as Director of Development for the Johnson College of Business, the University Center of Greenville, and International Programs.

And as I mentioned to you last January, University Communications, directed by Tammy Whaley, is now reporting to University Advancement; and the Office of Grants and Research, directed by Elaine Marshall, previously organized within Advancement, has been realigned within Academic Affairs.

Mary Theokas has joined us as assistant vice chancellor to lead The Student Success Center. Mary will direct the Advising Center; and supervise the Academic Support Center, directed by Louise Ericson; the Opportunity Network, directed by Ina Minsky; and the Career Center, directed by Sherry McAdams.

By the end of this semester, all "First Year Experience" operations will have moved and be concentrated on the second floor of the Library, creating a one-stop learning and advising center.

We're creating another "one-stop shop" ... Enrollment Management Services. It will open mid-fall under the continuing leadership of Assistant Vice Chancellor Donette Stewart. It will combine in one location the Offices of Admissions, Financial Aid, Registrar, Veteran's Affairs and Cashier. All student transactions from pre-matriculation campus visits to filing for graduation will take place in one highly service-oriented location in the Health Education Center, located next to the bookstore and on the incredible "avenue" connecting the academic and the wellness wings of the Center.

Both these "one-stop shops" will be of great benefit to students – eliminating building to building shuffles, saving time and gas and, most importantly, enhancing the effectiveness that comes with interdependent services in single locations.

Of course, when we open a 140,000 square foot facility like the Health Education Center, vacant spaces are created around the campus as operations move. Dominos. This has been "The Summer of Big Moves."

We have combined all IT operations on the ground floor of the Administration Building, including a relocation of Media Services from the Media Building, rebuilding Media offices for departments of the College of Arts and Sciences. The Johnson College of Business and Economics has been temporarily relocated in the Media Building pending the completion of the downtown facility. Spaces in the Hodge Building have been retrofitted for the Robotics Lab and additional offices have been created for the Athletics Department.

And, still rushing to make it in time for the beginning of classes tomorrow, all offices, classrooms and labs of the School of Education and the Mary Black School of Nursing being relocated to their new quarters in the Health Education Center.

Thanks to you all for your patience!

And who is handling "The Summer of the Big Moves"? And the multiple renovations required to make them happen?

Our Facilities Management group. And it has been the endlessly patient and persistent Fred Scott, Project Manager, who has coordinated the construction and the relocations. He has not done it without help. One of our students, Javin Burgner (he's the one with his arm in the air giving instructions), has led a team of students who have managed the moves from day to day for the last several weeks. And the word I have gotten back from many of you is that Fred and his crews have been wonderful to work with. I know you share my appreciation of their work. Fred and Javin are both here this morning. Stand up, gentlemen ... and let's give them a round of applause.

Last year, we determined to offer more student employment on campus, hiring Myra Segars-Szustak to coordinate all student employee job-related activity in one office ... to assist in recruiting jobs and applicants. She has created "My Spartan Job.Com." In a series of exceptional program development feats, her best to date has been recruiting "The Move Crew."

Another group is pivotal in making these moves, and that is our Information Technology team, led by Vice Chancellor Jeannie Skul. In recent days, they are working nearly 24/7 to wire the classroom technology; and have done so on top of a major renovation of their own operation, including the installation of a very sophisticated generator guaranteeing the persistence of our IT operations in power outages.

And we have more moving yet to be accomplished. During the Fall, the College of Arts and Sciences' dean's offices, the Department of Psychology and a cluster of academic centers will move into the former School of Nursing; all First Year Experience offices will relocate to the top floor of the Library; Enrollment Services, Bookstore, and Wellness Center will open in the Health Education Center; and International Studies Center and print shop will locate in the Campus Life Center.

The occupants of the Humanities and Performing Arts Center we are leaving "untouched," for the moment!

Among the membership of our Facilities Management and the Information Technology Divisions, vacations have been slim to none this summer. We owe you all a huge debt of thanks!

GREENING RESEARCH AND CREATIVE ACTIVITY

Last spring, Vice Chancellor Reg Avery appointed a task force charged to make recommendations in support of faculty scholarly and creative production ... in the language of this morning's theme, to make recommendations for "greening research."

Chaired by Professor Peter Caster – with Professors Cathy Canino, Becky Carr, Jeannie Chapman, Valerie Duarte, Paul Grady, David Ferris, Jerome Lewis, Camille McCutcheon, Yancy McDougal, and Roz Paige –the Task Force issued a report entitled "Fostering a Culture of Research: Recommendations to Improve Support for Faculty Scholarly and Creative Production."

I took substantial time this summer to reflect on their recommendations, doing so with the increasing knowledge of the coming year's operating budgets, which the summer brings ... not good news, though I'll talk about later.

I am most impressed by the diligence of the Task Force member's work ... and their reasonable recommendations.

The first calls for a policy of unit-administered course releases in support of research and creative activity. They acknowledge that this is their most expensive, yet most important recommendation. I agree on both counts.

On balance, I believe that twelve-hour teaching loads and active research agendas don't mesh well, and I am ready and willing to enter into an agreement with the faculty that teaching loads should shift to nine credit hours, or equivalent, over the coming three years in cases where active research or creative agendas are under way.

As the Task Force recognizes, there have to be some conditions, which can serve both to control costs and, I believe, to further “green” the academic enterprise. Among them are the following.

First, I would ask the deans and the executive vice chancellor to enter into semester-by-semester agreements targeting student credit hours to be generated by each academic unit. This may require some larger classes where instruction in the discipline will permit, expanded distance learning, and so on. It will require very sophisticated levels of accountability from chairs to deans and deans to the chief academic officer.

Second, vice chancellor, deans and chairs must guarantee in their schedule planning, as the top priority, that sufficient seats are available in general education courses for incoming freshmen and others.

Third, I am requesting that the vice chancellor explore with the Faculty this year the creation of a Center for Teaching Excellence ... assisting especially those faculty who move from small to larger classes within the traditional classroom structure, or enter new teaching strategy arenas with the use of streaming video or other distance learning techniques.

Faculty have repeatedly pressed the case that, in certain areas, we are too heavily loaded with part-timers in the classroom. I agree. Yet, teaching load reductions and part-time ratios are at odds unless we change the calculus by considering a fourth condition, the use of “clinical professorships.” These positions should be defined as having very substantial teaching responsibility, with limited responsibility for scholarship and service. Opportunities for full-time clinical professorships exist across the academic spectrum (including “clinical librarianships,” e.g.). In lieu of tenure, extended contracts should be offered. Rank distinctions should be introduced as well (“clinical assistant professor,” e.g.). Other defining characteristics may be employed appropriate to disciplines, such as substantial professional experience in lieu of the doctorate.

Fifth –and I’m going to dwell on this a moment and return to it in my conclusion – transfer student accommodation. Many undergraduates at USC Upstate matriculate as juniors, having completed associate degrees at technical/community colleges. In fact, we are among the state’s leaders, both in percentages and also raw numbers of transfer student matriculation. And we have yet to realize our full potential.

Clearly, a nationwide trend is driving students to community colleges for reasons of cost if none other, and these numbers will grow. Greenville Tech enrolls fifteen thousand, second largest institution in the State, next to USC Columbia. Spartanburg Community College enrolls over four thousand and is growing fast. We cannot buck this trend. We can accelerate our capacity to capitalize upon it, however.

This fall, USC Upstate admissions are at a 50/50 balance: half our new students matriculating as freshmen; half as juniors. Undoubtedly we will move beyond this balance in future years.

There are many upsides to this trend, in addition to its consistency with our metro mission. It allows us to control the multiple sections of required courses. It limits demand for part-time faculty. It enables the development of more richness at the upper division level. And, it allows us to control our expenditures in student life and residential development.

However, this can only sustain if our relationships with two year institutions are the best in the State ... if our faculties know one another, if our deans interact, if our chief academic officers develop articulation agreements ... *and, if we find a way to accept associate degree holding students in transfer as having completed all general education requirements.*

This general education practice is widely in place across the country. UNC Charlotte is a good example. Associate degree holders matriculate as having completed all general education requirements, stipulating only that “students must complete the 44-hour general education core as defined by the Comprehensive Articulation Agreement; each course must be completed with a grade of C or higher.”

We have many program-to-program agreements. We should, however, enter into “comprehensive articulation agreements,” similar to UNC Charlotte’s with our two-year partners. Were we to do so, we would be the first in the State; and we would be the beneficiaries of tremendous good will and of increasing numbers of upper division enrollees. And keep in mind that our own institutional research data informs us that transfer students perform academically as well or better than do so-called “native” students.

At their invitation last week, I had lunch with Dr. Barry Russell, President of the State’s Technical College System, and Dr. Dan Terhune, President of Spartanburg Community College. They know of our track record; and they know of the early enrollment successes of our Engineering Technology Management 2+2 in the Division of Natural Sciences and Engineering led by our colleague Richard Leboeuf. And, of course, they know of our long leadership in RN to BSN nursing articulation and other collaborations. They are looking to USC Upstate for leadership statewide in 2+2 programming, leadership that is a natural outgrowth of our mission. And certainly the population density of South Carolina’s Upstate makes of us a natural leading ally with the Tech System.

I’ll meet next week with the newly named president of Greenville Tech, Dr. Keith Miller, on this same and related subjects. And I will be working with Vice Chancellor Dowell to assemble a team for conversations leading to the development of “comprehensive articulation agreements” with technical and community colleges and an expansion of our engineering technology management and related models.

It is imperative that, as a condition of movement called for by the Task Force to reduced hour teaching loads, we work together across faculty and administration to take the steps that will make these reductions possible.

USC Upstate is struggling with a convergence of pressures, which we must address together and simultaneously: decreasing resources, increasing tuition costs, escalating competition, excessive reliance on part-time faculty, more time required for research and creative production ... and,

most important of all, a sharply increasing recognition of the need for baccalaureate education in Upstate South Carolina, which is a point I will address momentarily. The Task Force report recognizes all this clearly, for which I am thankful.

The report recommends that we make library construction the top priority. It rightly points out that a new library is the crucial remaining “recommendation” from our SACS accreditation review.

Over the years since the Board’s 1997 approval of our master plan, we have lobbied for one top project and one only for State Capital Improvement Bond (CIB) funding ... the library. Consistent with the campus master plan, other projects have moved ahead because funding opportunities not available for support of the library have presented themselves.

Over the 40 year history of CIB funding in the State, USC Upstate has not fared well. And, in fact, as the Task Force points out, no CIB funding has not been available for any construction in the State for the past seven years. Our lobbying, however, has not been without effect. The library project is currently ranked by the State Commission of Higher Education as seventh among more than seventy higher education projects; and, with the next bond bill, the library is very likely to be funded.

When will that be? No one knows, although with the State’s current very high bonding capacity, with very low financing rates and a huge backlog of unmet capital needs across the State, this year again looks ripe for a bond bill.

And we will pursue options for private funding. Bricks and mortar gifts are hard to come by, especially for a project as critical to an institution’s mission as the library, with potential donors very mindful that this should be a central obligation of the State.

Nevertheless, I pledge to commit to a full re-assessment of funding options for the library and, working together with our new President Harris Pastides, to continue to make this my top priority for capital construction. No single project is more important to the University ... or to me.

The Task Force requests an increase in library funds to support the research and scholarship needs of both faculty and students.

The General Assembly dealt all the State’s libraries a broadside late in the budget season by virtually eliminating funding for PASCAL’s multiple databases. We are working to offset that loss by reallocating resources to the library to continue the most important databases at an added cost to our general fund of \$12,600.

In addition to this unanticipated cost, I am pleased to announce that we have allocated \$140,000 this year in new recurring money to the library operations budget for acquisitions, increasing it by 30%. We will make every effort to continue growing the acquisitions budget in the coming years.

The Task Force urges improved support for the sciences requesting, specifically, the following considerations.

First, the demonstration of sustained support for the SARS program. This we will do. In fact, the support for the coming year is increased by \$10,000, over 12%.

Second, ensuring that future capital campaigns and other funding pursuits incorporate plans for increasing faculty lab space. This fall, we are making massive strides in this direction with the opening of the Health Education Center and the removal of all academic operations from the Smith Building except for Natural Sciences and Engineering, allowing for expansion of lab and classroom space for the sciences. Though not reflected in our current master plan, we will examine the possibilities of expanding the Smith Building in the near future, exploring options for private and public funding.

Third, they recommend that future construction and renovation address the need for scholarly and creative activities and anticipate faculty growth. The space reallocations addressed above and taking place this summer and fall are designed to accomplish just these objectives. Further, the pending move of the Johnson College of Business in Spring 2010 will create more 50,000 square feet of space for these purposes. And, when the new library is constructed, the current library will add to the inventory a net gain of another 40,000 square feet.

And, recommended fourth ... that Academic Affairs utilize a portion of grant overhead funds to support faculty lab space. A study is underway focused on the distribution and use of limited overhead funds, and this recommendation will be taken into serious account. In addition, Dr. Dowell is engaging deans in discussions regarding the addition of certain "lab fees," providing monies that may be used to offset costs of equipment and supplies, and freeing other monies for start up funds. She will be working this year toward policies and procedures guiding start up funds, as further recommended by the Task Force.

I recognize, also, the advantages of the Task Force's final recommendation that a position of "faculty associate" be created in administrative offices ... a conduit for enhanced communication between administration and faculty ... an asset in accomplishing burgeoning administrative tasks ... a career opportunity for participants. We will be announcing a 'Faculty Associate' post by the end of the fall semester, as suggested, if not sooner.

We are headed into a very challenging budget year. The General Assembly has reduced higher education State appropriations radically. We are again raising tuition to help offset the reduction. For the first time this fall, we are seeing enrollment growth challenged by these price increases, with an increasing flight of prospective freshmen to two-year institutions. Yet, with all this, we will move ahead on the recommendations of the Task Force.

By the way, should you wish to review them, the Task Force report and my response are located at the web address you see on the screen. This address will be in *The Register* next week as well.

GREENING THE UPSTATE

As you may have heard, in January, I take over for one year as Board chair of the Spartanburg Area Chamber of Commerce. In the months preceding, I have been chairing the Chamber-appointed Task Force on College Degree Attainment, a group of twenty-five representatives of schools, colleges, businesses and foundations concerned with the single metric of degree completion.

Spartanburg County faces a serious educational challenge to its economic and social development. The most telling measurement of this challenge is the rate of baccalaureate degree achievement ... 19.18% among adults twenty-five years old and older.

Though many of us have been concerned for years, that concern is now shared by the Chamber and others who are concluding that the County is simply non-competitive ... particularly with the state baccalaureate degree holding average at 23% ... the national average matched by Greenville County at 27% ... the averages of Richland, Charleston and Mecklenburg at 36% ... and economic powerhouses around the country – Boise, Seattle, Austin and others – topping out at over 50% of adults holding baccalaureate degrees.

Our task force is proposing a vision ... a vision that will take a generation to accomplish. We see ... “Spartanburg County becoming the best educated county in the State with a national reputation for its commitment to education at all levels culminating in the achievement of high levels of baccalaureate degree attainment. We see Spartanburg County recognized nationally for its ability to develop local talent and to generate and attract investment because of that talent.”

The Task Force offers ten recommendations. Each is supported in the full report, soon to be forthcoming, with substantial justification and operational detail. I won't go through them.

The first, however, is the most important and overarching. It urges that Spartanburg County adopt what we are calling *The 40/30 Challenge*: 40% of our population aged 25 and above holding bachelor's degrees by the year 2030; and it urges that the leadership of our county at all levels be signatory to an agreement declaring this intention. We are moving toward an alignment on this challenge among superintendents, college presidents, foundation boards, corporate, church and civic leaders ... and I expect that there will be a collective public commitment to *The Challenge* later this fall. Stand by.

There are eight supporting recommendations ... measuring intermediate and long-term targets for upstream educational achievements ... calling for a physical place and a structural entity engaging in sustained advocacy and support ... schools districts pressing the message that college is essential ... long-term, county-wide information campaign carried churches and workplaces ... enhanced opportunities for “college starters” in the workforce to become “completers” ... expansion of transfer agreements among the two and four-year institutions and of “college success” initiatives such as our own ... and, importantly, key leadership in Spartanburg County urged to join USC Upstate in lobbying for equitable funding in operating budgets, a critical institutional capacity issue.

Finally and most importantly, the Task Force is urging the adoption of “The Spartanburg Compact” designed to assure that all Spartanburg County high school graduates who have attended County schools from the 9th grade forward, who have met appropriately defined terms and conditions, and who demonstrate financial need will be guaranteed tuition/fee funding to attend college at any of Spartanburg County institution to which they gain admission.

The benefits will be economic, yes; but perhaps most important, a changed community self-concept regarding the importance of education and the development of the human potential ... and a widely shared conviction that “what is best for my child may be best for yours as well.”

The implications for USC Upstate may be huge.

Consider this ... if Spartanburg’s high school graduates were going to college at a rate that would sustain a 40% baccalaureate degree completion rate, an additional 1,000 freshmen would enter the County’s colleges each year.

Consider the “return to learn” implications of *this* number There are 34,000 adults in Spartanburg County, mostly in the workforce, who have some college education, but no baccalaureate degree.

Consider the impact on these numbers if guaranteed full tuition/fee funding were available to all students who meet admissions criteria and demonstrate financial need.

When USC Upstate is at the center of gravity in our county’s determination to change its entire self-concept regarding the centrality of higher education ... or when we are approached with a leadership proposal by the head of the State’s technical college system ... or when our newly created Metropolitan Studies Institute and its newly hired director, Dr. Kathleen Brady, is at the center of the action in monitoring and interpreting the County’s crucial “community indicators,” and taking on additional research contracts in the Upstate, which, in time, will offer exceptional research opportunities for faculty ... or when Dean York Bradshaw and faculty across the University engage 1,500 USC Upstate students in contributing 18,000 hours of service to more than 8,000 school children and others primarily on Spartanburg’s south side, and professional schools are engaged in screening for diseases, tutoring students, conducting economic development studies, and on and on ... or when USC Upstate is given multiple millions in private and City resources to build the George Dean Johnson, Jr. College of Business and Economics and invited to build downtown because of the promise of substantial economic development advantages that the University can bring to the City and Upstate ... when all these things happen, I am excited about our university’s future.

It is affirming and refreshing to be asked rather than asking ... sought after rather than seeking. “Growing strong,” in the language of last week’s headline ... “continuing our amazing story ... building up the campus and its reputation.”

Growing Green. Growing Strong.

There's also something daunting about it. We have to deliver. We have to respond. We have to grow.

We're not quite there yet in Greenville, though we continue to deliver over 70% of the undergraduate programs and FTE at the University Center ... about 1,000 USC Upstate students in our classes. Major player status in Greenville will come in due course; but, in the meantime, our strategy must be to continue to build Greenville offerings and enrollments. I am asking Vice Chancellor Dowell and the deans to give this agenda special attention in their strategic planning this fall.

As I conclude, I'll make reference to an interesting little article in the latest issue of the *Harvard Business Review* by Richard Tedlow. Freud, he points out, saw denial as "a state of rational apprehension that does not result in appropriate action." He reasons from the history of the automobile industry. Henry Ford's slogan about the Model T: "it takes you there and brings you back" reflected a clear understanding of what the author calls the "core" of the business. Ford was warned repeatedly, however, that the Model T's market share was declining because people began to want what Tedlow calls "augmentation." By 1927, Ford's failure to get the point led to a disastrous shut down while Ford retooled for the Model A, creating a window of opportunity for Chrysler to gain market share and GM to seize leadership.

By the oil shocks of the 1970's, too much "augmentation" had replaced too little "core." The Big Three couldn't see it, but the Japanese could, and they swept in with the "core" of what Americans wanted.

This fall, our freshman enrollment has leveled, perhaps dropped, for the first time in the past decade. Half of our new students are coming in as transfers. A number of factors are going to continue to drive that percentage ... our 2:1 applications-to-admissions ratio, the Spartanburg Community College name and mission shift, the tuition/fee gap, open admissions policies of most two-year institution, a growing national emphasis on the role and importance of community/technical colleges, the fading of the baby boom echo ... and, if it takes root, the *40/30 Challenge*, which will undoubtedly funnel most of those new college attenders and return-to-learners, first, through Spartanburg Community College.

The U.S. auto industry holds lessons.

Growing Green ... Growing Strong

As a metro university, we have to redefine our "core" from "freshmen through senior" to "providing graduates with as much as we can for as long as we have them," ... whether that be freshman through senior, or junior through senior. If we try to push them all through the same mold – and I'm speaking here primarily about how we handle associate degree completers and our general education requirements – we run the classic risks of denial. The market is heading in larger and larger numbers to two-year institutions in our Upstate region. The reasons for doing so are totally understandable. Our obligation, our *opportunity*, is to collaborate as closely as we can with our two-year counterparts, to be of influence and mutual support in the design of their

programs ... and to do as much as we can for those graduates who transfer here to complete their baccalaureate degree. In failing to do so, we risk a robust future for this university lost to more nimble partners with the two-year schools; or, as is occurring with frequency around the country, or two-year institutions developing their own four-year programs. Even worse, we risk the opportunity for hundreds, even thousands of associate degree holders in the Upstate with no option for a baccalaureate degree.

In his first meeting with his newly formed Executive Committee last week, Dr. Harris Pastides, the new president of the USC System, asked us to be prepared to answer three questions in one minute. What does we do best? What might we do even better? What is our biggest challenge?

To the first, of USC Upstate, I said “the implementation of our metropolitan mission with its implications for educational opportunity and partnerships across the Upstate.” To the second, “what might we do better,” I said “start thinking like a ‘small big’ university with its implications for more richly meeting the I-85 corridor needs through select masters programs, flexible delivery schedules and the like.”

To the third, “our biggest challenge,” I said what everyone else said ... “money and space.” But with more thought, I might have said what Freud said: “making sure that our rational apprehension results in appropriate action.”

I apprehend that more and more students will be heading, first, to community and technical colleges. We must take appropriate action. This year I am urging the Faculty, its relevant governance committees, each and every dean, to work together with the vice chancellor for academic affairs to strengthen collaboration between ourselves and our two-year partners, particularly Spartanburg Community College and Greenville Technical College with their combined enrollments at the freshman/sophomore level of 20,000 students, all within our metropolitan mission footprint.

The drumbeat of bad fiscal news from statehouses across the nation is intensifying, with California’s projected \$15.2 billion deficit the biggest, and with cumulative budget gaps nationwide of \$40 billion appearing in all but four states, more than triple the size of the previous year’s.

Late this summer, South Carolina State agencies have been directed to trim an additional \$188 million from their spending plans after a state budget panel ordered cuts because of weakening state revenues. That figure could worsen during the course of the fiscal year, should further shortages in state revenues be projected by the Budget and Control Board.

We were cut about 3.8% in state appropriations when the budget was drafted late this spring. Now we face an additional 3% cut in state appropriations, presenting us with a total \$1 million challenge, which we will cover only by tuition increases and serious savings measures taken across the campus.

Rather than taking cuts across the board, as the State has done, our deans have worked together with the executive vice chancellor over the last few days, and directors with other cabinet members, in making very specific decisions about where these cuts can be absorbed this year in areas that least affect students and their instruction.

This difficult work has been done successfully and we will continue on.

And, of course, matters could be worse.

Let me illustrate.

It's an awesome and frightening reality to be awakened by Police Officer Rick Jones at 4:00 in the morning, as I was two weeks ago tomorrow, and told that a student apartment building is on fire and burning out of control. It's worse to hear that at least three students may have been taken to the hospital and that all are not accounted for. The drive to campus is fearsome. The worst is all you can imagine. Anything ... anything less is all you hope for.

You arrive to learn that eight separate fire departments are on the scene with at least twenty emergency vehicles surrounding the complex. You see that Laura Puckett-Boler has taken charge to assemble all the students in the Campus Life Center and, with her Student Affairs staff, is beginning to meet their needs. You meet one set of parents who have driven up from Columbia in an hour and ten minutes. You meet other parents gathering in. Slowly but surely, all students are accounted for. None, it turns out, have been evacuated to the hospital.

The building continues to burn.

You begin to learn the details from North Spartanburg Fire Chief Larry Brady that three students spelled the difference between a nightmare and disaster. He said, "I think pretty much everybody was out when we got there. The students got those people out of that building. This could have been much worse than it was."

Still the twenty-seven students lost everything ... computers, pictures, televisions, clothing, cars, a personal journal from the 6th grade onward, volleyball trophies from the 4th grade onward. "A lesson in life," said one student to me ... "renters' insurance." Many were not covered. Over \$30,000 in cash and gift cards have been received from private individuals and businesses. A car has been donated and much, much more. Yesterday, as a matter of fact, we were able to provide these students of ours with computers and printers. More is needed and more is coming in.

Who were the heroes Chief Brady talked about? Who kicked doors to wake neighbors and yelled for them to get out of the building on all three floors of the 12-unit building? Who dodged one exit path, which would have been through a third floor apartment window into a wall of burning vinyl and turned to find another? Who rejected the idea that they were heroes, saying instead, "they were our friends?"

Who? Brother and sister Matt and Katie Downey. Katie is here this morning. Please stand.

Thank you.