Several key elements are shaping our profession. These include: a funding crisis in higher education, increasing competition for delivering education, the growing demand for accountability, increasing (and yes, unfunded) mandates, coupled with a loss of public trust (higher education has slipped from being the most trusted institutions in the U.S. to no longer being on the list)! This raises a fundamental question concerning the ability of colleges and universities to fulfill their traditional roles, maintain quality, and focus on the educational mission. You don’t have to look long to find examples of institutions in critical financial crisis, who have gone through mergers, or who have permanently closed their doors.

The four goals outlined in the Forward Together strategic plan, if fully implemented, should put us in good stead well into the future. They are, in my opinion, the right goals for this moment in our history. I believe if we focus on academic distinctiveness and quality, if we tactically grow our enrollment and intentionally retain qualified students, if we manage our resources with great care and seek efficiencies, and if we form purposeful and advantageous partnerships, we should be able to thrive, even during these difficult and challenging times. Now is the time for expansive yet strategic thinking at our university.

College Model
During our strategic visioning, the campus voiced a clear preference for the “provost” model. That is...a reinforcement of the centrality of academics by creating an organizational model that places the Chief Academic Officer over numerous institutional functions that are academic in nature or tangential to the academic enterprise. In this model, the provost serves on the cabinet as the “first among equals” in respect to the Vice Chancellors.

We have undertaken reorganization to make the provost model a reality on our campus. While Dr. Priest’s title is officially Executive Vice Chancellor for Academic Affairs, he is also the CAO and our provost. We’ve reorganized and reduced the size of the cabinet, and shifted a number of major operations under our provost. In addition
The Campus Citizen of the Month award is given in recognition of good citizenship. All faculty, classified and unclassified staff, and university partners who have been with the University for one year and are in good standing are eligible. The nomination remains active indefinitely in the pool of candidates. The nomination form must be signed by the nominee’s supervisor and sent to the nominee’s Vice Chancellor in that unit. The criteria to be used in the nomination are:

- Initiative/Creativity: Exhibits ingenuity and resourcefulness. Examples: Improved work methods, efficiency within the department.
- Loyalty/Dedication: Willing to go the “extra mile” without being asked.
- Positive Attitude: Maintains effective relationships with others both on and off campus; serves as role model. Example: Consistently delivers prompt, friendly service.
- Leadership: Acknowledge those whose efforts have inspired and supported the performance and achievement of others.

Mary Cristian
Administrative Assistant in Career Services

Congratulations Mary Cristian, Administrative Assistant in Career Services, USC Aiken’s Campus Citizen of the Month for March 2015. Thanks to her efforts, she will receive a $20 gift card, a sign for her desk, and a parking spot.

In her nomination, her work with the Human Resources (HR) department was praised saying she is one of the most positive employees on campus. HR has had to deal with a few issues with student hires and Mary smiles through it all! She is eager to learn and very concerned that she perform a new process correctly.

It was also noted that during her HR training on student hiring, Mary would check back with JoAnn to make certain she was following the proper procedure. Mary really cares about doing things thoroughly and accurately. This is very important since Mary processes all student I-9’s. She has a strong work ethic and takes pride in her work. As one of our military veterans, Mary represents USC Aiken admirably.

In recognition of her attention to detail, great attitude and strong work ethic, Mary Cristian has been named the March Campus Citizen of the Month. Congratulations Mary!

Monday Group will review the nominations and select each month’s winner.

Contact Maria Chandler at MariaC@USCA.edu for more information.
Congratulations to our April Campus Citizen Rebecca Barnwell

Rebecca Barnwell
Student Services Coordinator in the School of Business

Congratulations Rebecca Barnwell, Student Services Coordinator in the School of Business Administration, USC Aiken’s Campus Citizen of the Month for April 2015. Thanks to her efforts, she will receive a $20 gift card, a sign for her desk, and a parking spot.

In her nomination, it was noted that she came into the department willing to make improvements and implement changes where needed such as handling the foreign language requirement for students who spoke a second language. Ultimately, she developed a new form that would help the student present their information to the Foreign Languages Department and give them the necessary information for assessment.

In addition, her nominator stated that Rebecca has volunteered with various events on campus and is active in the community. She has developed numerous relationships and friendships with other departments on campus which positively affects her work. She is always willing to help and offer her time and talent to whomever needs it.

In recognition of her positive attitude, sincere interest in others, and spirit of caring, Rebecca has been named the April Campus Citizen of the Month. Congratulations Rebecca!

TOBACCO FREE CAMPUS

Universities across the nation are focusing their attention on creating a healthier campus and healthier students and employees, and USC Aiken is one of those universities. A new initiative was set into motion this academic year named Healthy4Life. USC Aiken wants to help our faculty, staff, and students as they endeavor to have a healthy mind, body, habits, and environment (visit http://dotcms.usca.edu/initiatives/healthy-4-life for more information). The ultimate goal of the program is to provide an environment focused on enhancing wellness on campus.

One way the University is encouraging a healthy environment is through our Tobacco Free initiative. Beginning August 7, 2015, USC Aiken will be a tobacco free university. Tobacco products include cigarettes, smokeless tobacco, e-cigarettes, and hookahs.

Many other schools, both in the USC system and in South Carolina, have already gone tobacco free and all Georgia public universities are tobacco free. We are excited to join this growing community as we hope to improve the quality of our campus. If you visit the website above, you may view the Tobacco Free Initiative page.
Welcome to USC Aiken!

**Judy Beck - Dean, School of Education**

The School of Education has named its new Dean. Beginning July 1st, Dr. Judy Beck will be joining the USC Aiken family! Be sure to make her feel welcome.

Not unfamiliar to the USC system, Dr. Beck is currently the Interim Executive Director of USC Upstate in Greenville, SC. She has been at USC Upstate since 2003 in numerous roles including Director of Middle Level and Secondary Education Programs, Associate Professor, and Full Professor. Prior to her work at USC Upstate, she worked at the University of Wisconsin LaCrosse and the University of Toledo. Dr. Beck received her PhD in Curriculum and Instruction from the University of Toledo, her MBA from the University of Toledo, and her BS from Bowling Green State University.

**Mary Driscoll - Vice Chancellor for University Advancement & External Relations**

Mary Driscoll has been named the new Vice Chancellor for University Advancement and External Relations and will begin in her new role on June 1st. She is currently the Vice Chancellor of University Advancement of St. Bonaventure University in New York. Ms. Driscoll comes to USC Aiken with a strong educational and fundraising background. She has worked in numerous positions at St. Bonaventure University, her alma mater, including Alumni Coordinator, Director of Prospect Management, Director of the Annual Fund, and in her current position as Vice President of University Advancement. In addition, she was the Director of Development for the College of Education for the University of Florida Foundation in Gainesville, Florida.

Ms. Driscoll has also served with distinction on various Boards and is an active volunteer in the communities where she lives. She is also a member of Rotary International. Ms. Driscoll graduated from St. Bonaventure University in 1979, and has completed several prestigious leadership and certification programs. Mary and her husband Steven are the proud parents of three grown children, Kyle, Sean, and Kelsey.

**Hilary George - Women’s Soccer Coach**

“I am excited to have Hilary George join the USC Aiken family as the women’s soccer coach,” Warrick says. “She is a hardworking coach who brings a strong tradition of success with her. I am looking forward to her continuing to move our women’s soccer program forward.” Coach George comes to USC Aiken after spending the last two-and-a-half seasons as the assistant head coach at USC Beaufort. She was also a goalkeeper coach for the South Carolina Olympic Development Program. Prior to her arrival at USC Beaufort, Coach George was an assistant coach at Armstrong State for six seasons. She helped guide the Pirates to a 91-25-13 mark during her tenure and was part of the 2011 Final Four team. Coach George helped the squad to a pair of Peach Belt Conference regular-season championships, two PBC tournament championships and three PBC regular-season second-place efforts. With the Pirates, she was part of four NSCAA nationally-ranked teams. She also coached several All-Americans, academic All-Americans, all-region and all-conference performers. Coach George graduated from Gardner-Webb in 2004 with a degree in communications. Two years later, she earned her M.A in sport science and pedagogy from GWU. During her time as an undergraduate, she was a first-team All-America selection by the NCCAA. She was a four-year starter for the Bulldogs. Coach George currently holds her NSCAA Advanced National Diploma, USSF National C coaching certification and holds the certified strength and conditioning specialist certification.
Ashley Moore received her Bachelor’s degree from Georgetown College with a double major in Communications and Media Studies and Political Science, a Master’s Degree in Public Administration from the University of Kentucky’s Martin School of Public Policy and Public Administration and a Master’s Degree in Adult and Higher Education with a concentration in Communications from Morehead State University. She enjoys learning about different cultures and studied French and Japanese. Ashley has worked in the non-profit, government and higher education fields with various organizations and has gained experience in many different areas. These include marketing, corporate relations, leadership training, curriculum development, grant writing and administration, event planning, fundraising, community development and alumni relations. She has served most recently as Director of Marketing for a nationwide benefits company and Corporate Relations Director at a large public university. She also has experience directing alumni relations and working as a career coach to guide undergraduate and graduate students in managing their career development process. Ashley enjoys being involved in leadership roles and serving as a community volunteer and has served with organizations including Chamber Ambassadors, Society of Human Resource Managers, YMCA, Junior Achievement, American Cancer Society and various church volunteer projects. She is looking forward to working with the dedicated and talented faculty and staff at USC Aiken!

Dr. Michael “Mick” Fekula - Dean, School of Business Administration

The School of Business Administration is pleased to announce Dr. Michael “Mick” Fekula to be its new Dean effective July 1, 2015. He will also act as a Professor of Business (Management), and be holder of the Mr. and Mrs. Phinizy Timmerman Chair in Enterprise Development. Dr. Fekula is currently the Head of the Department of Leadership Studies at The Citadel where he has been since 2009. He has also held positions at The Citadel as an Associate Professor of Leadership and Management and Director of Academic Leadership Programs. Some of you may remember Dr. Fekula because prior to his work at The Citadel, he was an Assistant Professor of Management at USC Aiken. He has also had a dedicated career in education for many years and in the United States Air Force. Dr. Fekula received his PhD in Business Administration from Pennsylvania State University, his MBA from the University of Wyoming, and his BS from Lehigh University.

Ashley Moore - Director of the Offices of External Programs, Continuing Education and Workforce Development

Ashley Moore received her Bachelor’s degree from Georgetown College with a double major in Communications and Media Studies and Political Science, a Master’s Degree in Public Administration from the University of Kentucky’s Martin School of Public Policy and Public Administration and a Master’s Degree in Adult and Higher Education with a concentration in Communications from Morehead State University. She enjoys learning about different cultures and studied French and Japanese. Ashley has worked in the non-profit, government and higher education fields with various organizations and has gained experience in many different areas. These include marketing, corporate relations, leadership training, curriculum development, grant writing and administration, event planning, fundraising, community development and alumni relations. She has served most recently as Director of Marketing for a nationwide benefits company and Corporate Relations Director at a large public university. She also has experience directing alumni relations and working as a career coach to guide undergraduate and graduate students in managing their career development process. Ashley enjoys being involved in leadership roles and serving as a community volunteer and has served with organizations including Chamber Ambassadors, Society of Human Resource Managers, YMCA, Junior Achievement, American Cancer Society and various church volunteer projects. She is looking forward to working with the dedicated and talented faculty and staff at USC Aiken!

Mandated Energy Reduction Status

Electric Energy Conservation

- SC law requires an electric energy usage reduction of 20% by FY 2020 compared to electric energy usage in FY 2000
- Comparing Main Campus buildings:

<table>
<thead>
<tr>
<th>Year</th>
<th>$/Sq Ft</th>
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<tr>
<td>FY 2000</td>
<td>$18.76</td>
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<tr>
<td>FY 2014</td>
<td>$15.66</td>
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- FY 2015 per cent reduction will be available after 6/30/15
SUMMER HOURS ON CAMPUS

The Cabinet (Monday Group) has agreed that, similar to last summer, many offices of the University will follow a four and a half day summer work week. As usual, everyone must work together to ensure necessary coverage and productive operations across campus while providing flexibility for employees as we are able.

Offices on the four and a half day week schedule will be open from 8:00 am to 5:30 pm Monday through Thursday and from 8:00 am to 11:30 am on Friday. A normal one-hour lunch break will apply for Monday–Thursday, with no lunch break on Friday. All offices following the modified summer schedule must provide appropriate coverage, and each must communicate its hours of operation through signage, web postings, voicemail, and email “out-of-office” messages. The modified summer hours will begin on June 1, 2015 and run through August 7, 2015. Please note also that offices that provide support to our Orientation programs will need to have adequate coverage until 6:00 pm on June 17th and 18th, and July 8th, 9th, 13th, and 14th.

Not all areas will be able to take advantage of this schedule. There are areas where five-day coverage during normal business hours is considered essential due to safety needs, general business/enrollment objectives, or to ensure the highest degree of customer service, and therefore the summer schedule is not an option (examples include, but are not limited to Admissions; Business Services; Children’s Center; Continuing Education: Financial Aid; Housing; Library; Pacer Shoppe; Records; Ruth Patrick Science Education Center; Student Life/orientation; the Wellness Center; and the USC Aiken Convocation Center). Those areas that will not be following the summer schedule will continue to follow their normal hours Monday through Friday (generally 8:30 am to 5:00 pm). However, when possible, supervisors in these areas are encouraged to work with their staffs to develop schedules that allow increased flexibility while providing necessary coverage.

Cabinet members will work with each area to confirm whether they can/cannot employ the summer schedule. It is important to note that those who follow the four and a half day work schedule should record annual/sick leave at a rate of 8.5 hours per day for Mondays through Thursdays and 3.5 hours on Fridays.

**Mail Services** – On Fridays during the observed four and a half day work weeks, Campus Mail will continue to make two deliveries. The first delivery run will be made beginning at 8:30 a.m. with the second run scheduled to begin at 10:15 a.m. to deliver any incoming packages and to pick up outgoing mail. Departments may drop off outgoing mail to the Mail Room any time prior to 11:15 a.m. if needed.

**Starbucks** – We’re pleased to announce that Starbucks will be open during the summer. Hours will be Monday – Friday from 7 a.m. to 4:00 p.m. Come get your caffeine on!

**Custodial Services** – Although many departments will be observing a shortened work week during the summer, Custodial Services at USC Aiken will continue their regular scheduled working hours. The shortened Fridays will allow additional time for “special” cleaning projects to occur.

**Purchasing** – On July 15th, the University of South Carolina will implement a new Finance and Supply Chain Management system (PeopleSoft). This eProcurement process will allow users to create online requisitions, perform budget checks and submit them for approval using a system-driven electronic workflow. Training sessions will be held prior to, as well as after, implementation.
CREDIT CARD SAFETY IN 5 STEPS

Kevin Crawford, Controller

As the University of South Carolina Aiken prepares for our PCI Compliance and making sure our customers are safe from credit card fraud, here some safety tips for individuals:

Make Credit Card Safety a Priority
If you’re a credit card holder, and chances are you have at least one credit card if not more, credit card safety should be one of your primary concerns. Not taking proper credit card safety measures can lead to serious consequences such as being victimized by credit card fraud and identity theft. To ensure your credit card safety, you’re going to want to follow the five safety steps detailed for you.

Credit Card Safety Step 1 -- Keep a Secret
It may sound like overkill, but you need to treat your credit card number as if it were a precious secret. Only tell it to those who really need to know and don’t say it or lay it where others can find it out. Before entering your credit card number into any website or giving it to anyone over the phone, make sure you know exactly who you’re dealing with and that their reasons for needing your credit card number are legitimate.

Credit Card Safety Step 2 -- Lock it Up
There is absolutely no reason to carry every single credit card you own around with you. Not only can that lead to frivolous spending, it can lead to serious credit card safety mishaps. Only carry the credit cards that you absolutely need and keep your other credit cards locked up in a personal safe.

Credit Card Safety Step 3 -- Read Every Line
Each month when your credit card statement comes in, don’t automatically assume everything on it is accurate. Read every line item on your credit card statement and make sure each and every charge is legitimate. If there’s a charge you don’t recognize, don’t assume it’s just something you forgot about. Get down to the bottom of the charge and make sure it’s not fraudulent. A $10 charge may not seem like a lot, but if it’s being charged fraudulently each and every month, it will add up over time.

Credit Card Safety Step 4 -- Be Careful with Your Mail
If you have a street-side mailbox, don’t leave your credit card payments in there for the postal carrier to pick up and make sure you pick up your mail each and every day. If you’re not careful with your mail, thieves may dig through it to get your credit card information.

Credit Card Safety Step 5 -- Get Credit Monitoring Service
With the above four steps, you’ll be able to ensure no one uses the credit cards you have for fraudulent purposes. But what if someone opens up a credit card in your name and you don’t even know it exists? If you want to make sure no one is using your good credit to run up a huge bill, you’re going to want to sign up for credit monitoring service so you can check your credit report frequently and be notified if anyone opens up an unauthorized account.

By following the above five steps, you can rest assured that you’ll be well on your way to credit card safety.
UPCOMING EVENTS

The Oak Ridge Boys
Newly inducted into the Country Music Hall of Fame, The Oak Ridge Boys will perform at the USC Aiken Convocation Center on Friday, April 17 at 7:30 pm. They have one of the most distinctive and recognizable sounds in the music industry. Their four-part harmonies and upbeat songs have spawned dozens of Country hits, a Number One Pop smash, earned them Grammy, Dove, CMA, and ACM awards and garnered a host of other industry and fan accolades. Their string of hits includes the Country-Pop chart-topper “Elvira,” as well as “Bobbie Sue,” “Dream On,” “Thank God For Kids,” and “American Made.” Every time they step before an audience, the Oaks bring four decades of charted singles, and 50 years of tradition, to a stage show widely acknowledged as among the most exciting anywhere. And each remains as enthusiastic about the process as they have ever been. “When I go on stage, I get the same feeling I had the first time I sang with The Oak Ridge Boys,” says lead singer Duane Allen. “This is the only job I’ve ever wanted to have.”

A Night of Comedy at USC Aiken – Saturday Night Live and MTV Comedians, Live!
Three of the newest breakout comedians from MTV and Saturday Night Live will take to the stage on April 21 at 7:30 pm. Nicole Byer is one of the stars of MTV’s hit show “Girl Code,” and regularly appears all over the network. She has previously appeared on NBC’s 30 Rock and Late Night with Jimmy Fallon. Comedian Alice Wetterlund co-stars on the MTV series “Girl Code” and has appeared on “Chelsea Lately,” “New Girl,” and the Amazon original series “Betas.” Pete Davidson was recently featured on Comedy Central’s “Roast of Justin Bieber.” He is a current cast member on “Saturday Night Live,” “Guy Code,” and “Girl Code.” Pete Davidson is also on the new “Wild n’ Out.” Pete has toured with comedian and NBC’s America’s Got Talent host Nick Cannon since he was 17 years old. He was also the youngest comedian to ever perform on Jimmy Kimmel Live. April 21 is sure to be a night full of laughs at the USC Aiken Convocation Center. Students can purchase tickets in a buy one, get one ticket deal until April 20th.
Life Expo
Aiken Regional Medical Centers along with the Caring for Carolina Partners of Maxwell Law Firm, WJBF-News Channel 6 and Beasley Broadcasting have come together with the USC Aiken Convocation Center to present the 7th Annual Healthy Lifestyle Expo. The Expo will be held at the USC Aiken Convocation Center on Saturday, May 2 from 9 am to 2 pm! Best of all, this event is FREE and Open to the Public. This event continues to focus on showcasing the outstanding health and wellness professionals from around the area, and a full range of exhibitors will be on hand to help educate you on a healthy and happy lifestyle. There will be Free Health Screenings from Aiken Regional Medical Centers, as well as interactive and informative demonstrations. The Shepeard Blood Mobile will be back to collect much needed blood donations.

**New to the event this year** is the Outdoor Touch-A-Truck area with a full range of activities for children and their families. This will include Fire and Emergency Service Vehicles, a Car Show, Pet Adoptions, Video Games, Mascots, Pellet Range Simulator, and much more. This year’s Life Expo is sure to be bigger and better than ever, with something for the whole family.

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**Upcoming Events on Campus**

**APRIL**
17th - Relay for Life
20th - Student Employee Appreciation Day

**MAY**
6th - May Commencement
8th - Faculty/Staff Appreciation Day

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**Rainbow Relay**
Relay For Life 2015
Form a team, choose a color, join the fight.
Colors - first come, first serve.
to having direct and indirect responsibility for all aspects of academic affairs (the Schools/Colleges and Library), the provost also provides leadership and management oversight for Enrollment Management, Financial Aid, Records and the Registrar’s office, Continuing Education and Workforce Development, Institutional Effectiveness, Distance Learning, the Academic Success Center, Sponsored Programs, the Center for Teaching Excellence, Honors Programs, Ruth Patrick Science Education Center, and Life-Long Learning.

The provost model has emerged over the past twenty years as the most effective model for higher education because the environment in which we exist and work has changed dramatically. This model allows the President or Chancellor to shift part of their attentions to external relations, partnership building, representing the work of the institution to an external audience, system relations, friend-building and fund-raising, board and legislative relations, and interactions with accrediting and oversight bodies. You have witnessed the way we’ve been able to advance through the implementation of this model. We’ve seen increased funding from the Statehouse, new strategic partnerships, the approval of new degrees (which required considerable system work), and an increase in fund-raising. My attentions are focused internally and externally, and as Chancellor, I’m still responsible for the entirety of work undertaken across the campus. But, without an effective provost model, the vast majority of my time, attention, and efforts would be focused internally.

The next step in realizing this model is linked with the move to restructure into fully identifiable colleges headed by academic deans. For the provost to effectively act as “first among equals,” much of the collegiate day to day managerial duties will need to be pushed down to the next level. To make that possible, we need deans. Without the addition of deans, we would need to layer more responsibility on the department chairs, who are already fully employed.

As most of you know, the work of department chairs is critical to the success of their departments and colleges (and, ultimately, the success of the university), but, given that we have in actuality a “Department Head” model and the individuals in these positions maintain teaching and advising responsibilities in addition to all their administrative duties, it makes it virtually impossible to push significant amounts of new work in their direction. At many universities, the work of the department chairs is most similar to the work of the provost, in that it is focused internally, highly strategic and also tactical, and they bear the brunt of those duties that are a result of increasing regulation, accountability, and the general complexity of operations at a modern institution. Our chairs do all of that work admirably while also teaching, conducting research and maintaining a scholarly agenda, and contributing service to their professions and the university.

Deans have internal responsibilities as well, but much of the dean’s work is external and involves representing the work of the college to external groups, seeking external opportunities, raising additional resources for the college, fostering collegiate communications, advocating for the college, building external partnerships that enhance the work of the departments, and recruiting students. As indicated in our Strategic Planning Sessions, the time has come to move to a comprehensive university organization model, that clearly signals who we are among the state universities.

I’m looking forward to working with our new deans and to the opportunities and advantages these colleagues will create for our university. The addition of two new academic deans is a purposeful decision that should help us attain our goals and mission, and continue to build a bright future.

Sandra Jordan
Because some individuals on campus have indicated that they did not know where to find the RPG report, we are reprinting this from the February OOC newsletter. Additionally, we have added a link to the report on the Intranet in the Alpha List.

USC Aiken’s RPG committee took a year to become familiar with the RPG trends on our campus, analyze the data, look at national best practices, and submit a report which recommends areas of attention to help USC Aiken improve both retention and graduation. In a recent report issued by the Florida system, the author noted that, “The action steps needed to improve graduation rates are relatively simple but can be difficult to implement…” unless four elements are in place.

1. Someone to drive the process. The institution needs to have someone in place that has the authority, skill, and passion to work across the campus to initiate needed changes.
2. A plan for improvement in place that is based on reliable data.
3. Long term institutional commitment. Committing to work on RPG for five or more years, and recognizing that little change can be made in retention and graduation numbers over a shorter time frame.
4. There must be a team of individuals from across campus who are committed to student success and who meet frequently to assess progress and recommend ways to move forward.

USC Aiken takes pride in being attentive to student success. The next steps for USC Aiken include focusing on removing obstacles that unintentionally and unnecessarily impede graduation; and implementing practices, programs, and co-curricular activities that enhance retention and graduation. Helping students complete a college degree may be one of the most meaningful ways an institution can be “student focused.”

Thanks to the members of the steering committee for their excellent work:

Dr. Charmaine E. Wilson (co-chair),
Dr. Deb Kladivko (co-chair),
Dr. Ed Callen,
Dr. Lloyd Dawe,
Dr. Monty Fetterolf,
Mr. Dan Robb,
Dr. Stacie Williams,
Dr. Jeff Priest, ex officio.

Please take time to read the RPG Steering Committee Report which is available at: http://web.usca.edu/forwardtogether/rpg.dot.
There are many ways to keep up with what is happening on campus. One important way that information is shared is through meetings and the posting of committee minutes and Taskforce reports on the University’s website or Intranet. Minutes can be accessed by going to the “A-Z” index on the homepage and then selecting “I” for Intranet. You will need to use your USC Aiken username and password to log on to the Intranet. Once you are at the site, select the “Committees” tab and select a committee to view posted minutes.

If you are the secretary of one of the University’s standing committees, please make sure the minutes are posted in a timely manner. You may contact our webmaster at webmaster@usca.edu for administrative access to the intranet and training on how to post minutes.

To aid in sharing important information on campus, there are also several formal presentations scheduled each year which include: the State of the University Address, the Chancellor’s Legislative Agenda meeting, and the Campus Budget Forum.

To enhance communication and transparency, the Chancellor has added several new ways to disseminate information and share thoughts. These include the following:

- The Office of the Chancellor Newsletter
- The annual report on the Strategic Plan, which is provided online and was previously communicated to each staff and faculty member
- The Extended Cabinet, Cabinet level discussions and special projects with deans, collegiate directors, director-level staff positions, and Monday Group
- Student Government Association Town Hall meetings held several times throughout the academic year; meetings provide students with opportunities to exchange information and ask questions of the Chancellor and Cabinet
- Lunch meetings with SGA leadership, held once a month
- Meetings with Faculty Assembly Chair and Classified Employees’ Assembly Chair, held once a month or as needed
- “Conversation and Coffee with the Chancellor,” informal discussions with faculty and staff
- “Rock’n with the Chancellor,” informal discussions with students

Additionally, the Chancellor has asked departments, colleges, and units to invite her to meetings and/or retreats to share information about the campus and hear department level concerns. Dr. Jordan has also indicated a desire to be invited to attend individual classes or visit individual offices to observe “an hour in the life” of any office on our campus. Finally, the Chancellor has been working with Tom Reid to institute a monthly meeting with Faculty Assembly committee chairs and officers, to enhance and encourage open dialogue, transparency, and mutual understanding of issues. Due to so many conflicts on individual calendars, it has been difficult to schedule this semester, despite our best intentions, and hope is that it is something we can put on our calendars early for next fall. To schedule the Chancellor’s attendance at a meeting, visit a class, or to observe the work of an office, contact Sherri Jenik at sherrij@usca.edu.

### The Completion Agenda

- **Goal for U.S.** is that 60% of Americans receive some sort of post-secondary education by 2025.
- 40% of U.S. population holds a post-secondary certificate or degree as compared to 64% of South Koreans, 60% of Canadians, and 60% of Japanese citizens.
- 90% of Americans believe that increasing the rate of college attainment is important.
- 89% of Americans surveyed believe that higher education has to adapt to better meet student needs.
- 2/3rds of newly created jobs will require post-secondary education.

Source: The Lumina Foundation
As you know, it is time once again for the Higher Education Reauthorization Act to be signed by Congress. The Higher Education Act (HEA) is the single most significant law that authorizes the federal programs that support colleges and universities and their students, most significantly the federal student loan and grant programs. First enacted in 1965, the HEA must be renewed periodically and these reviews/renewals are called “reauthorizations.” If Congress fails to reauthorize HEA, it expires. Since the original Higher Education Act (HEA) was created, the law has been rewritten eight separate times. During the current reauthorization process, several important issues will be debated which could have serious repercussions on our profession.

First, the question of regional accreditation has re-emerged. During the last reauthorization discussions under Margaret Spellings, it was clear that several members of Congress believed that regional accreditation conducted by higher education professionals who are working in our profession, should be replaced by federal accreditation and oversight. Quality assurance for several professions is driven by members of the profession... for example the Medical and Legal professions maintain self-regulation. Most university presidents also believe that the accreditation system we currently have is appropriate and we should avoid having accreditation and oversight become a federal process. Another important issue to watch will be the federal ranking system proposed by President Obama. Speaking to a Sub Committee of Congress and to Inside Higher Education, the President of the Council for Higher Education Accreditation (CHEA), Judith Eaton, made the following points about the Rating System:

“First, there are questions about the big picture of the ratings system:
• Has a decision been made that the United States, with the single most distinctive system of a government-private sector partnership that maximizes the responsible independence of higher education, now shifting to the model of government dominance of higher education that typifies most of the rest of the world?
• What reliable information will be available to students and the public through the ratings system that they do not currently have? Will this information be about academic quality, including effective teaching and learning? What is the added value?

Second, there are questions about the impact of the ratings on accredited institutions:
• Are the indicators to serve as the future quality profile of a college or university? Will the three indicators that the system uses - access, affordability and outcomes - become the baseline for judging academic quality in the future?
• Will it be up to government to decide what counts as success with regard to the outcome indicators for a college or university - graduation, transfer of credit, entry to graduate school and earnings?
• To claim quality, will colleges and universities have to not only provide information about their accredited status, but also their ratings, whether “high performing,” “low performing” or “in the middle?”
• Will institutions be pushed to diminish their investment in accreditation if, ultimately, it is the ratings that matter -- in place of accreditation?”

Other issues to be taken up for discussion and possible inclusion in the final bill are affordability and college costs; access, persistence and completion; better information for consumers; student loan programs; innovation; and the burden of federal regulations. Individuals can follow the progress of the Congressional Reauthorization Act through numerous websites.