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University of South Carolina
BOARD OF TRUSTEES

Ad Hoc Committee on Strategic Planning

September 16, 2016

The Ad Hoc Committee on Strategic Planning of the University of South Carolina Board of Trustees met at 2:45 p.m. Friday, September 16, 2016, in the Alumni Center's C. Edward Floyd Boardroom.

Members present were: Mr. Thad H. Westbrook, Chairman; Mr. Thomas C. Cofield; Mr. A.C. "Bubba" Fennell; Mr. William C. Hubbard; Mr. William W. Jones Jr.; Ms. Leah B. Moody; Mr. Tommy D. Preston Jr.; and Mr. Mack I. Whittle Jr. Members absent were: Mr. Mark W. Buyck Jr. and Mr. Miles Loadholt.

Other Trustees present were: Mr. Chuck Allen; Mr. Hubert F. Mobley; Dr. C. Dorn Smith; and Mr. John C. von Lehe Jr., Board Chairman.

Also present were faculty representative August E. "Augie" Grant and student representative Michael Parks.

Others present were: President Harris Pastides; Secretary Amy E. Stone; General Counsel Walter "Terry" H. Parham; Chief Operating Officer Edward L. Walton; Provost Joan T.A. Gabel; Chief Financial Officer Leslie Brunelli; Vice President for Student Affairs Dennis A. Pruitt; Athletics Director Ray Tanner; Vice President for Research Prakash Nagarkatti; Vice President for Information Technology William F. Hogue; Chief Communications Officer Wes Hickman; Vice President for System Planning and USC Upstate Interim Chancellor Mary Anne Fitzpatrick; Palmetto College Chancellor Susan Elkins; Executive Director of Audit & Advisory Services Pam Doran; Director of Strategic Planning Cameron Howell; Chief Diversity Officer John Dozier; Deputy Provost Helen Doerpinghaus; Executive Director for the Office of Institutional Research, Assessment and Analytics Sabrina Andrews; Director of Institutional Research Eric Yang; Columbia Faculty Senate Chair-Elect Marco Valtorta; Associate Vice President for Human Resources Programs and Services Caroline Agardy; Associate Vice President for Finance Kelly Epting; Associate Vice President for Finance Jennifer Muir; My Carolina Alumni Association Executive Director Jack W. Claypoole; USC Aiken Executive Vice Chancellor for Academic Affairs Jeff Priest; USC Aiken Vice Chancellor for Finance and Administration Joe Sobieralski; Chief of Staff, President's Office, J.

Cantey Heath Jr.; University Technology Services Production Manager Matt Warthen; and Board staff members Debra Allen, Ina Wilson and Terri Saxon.

I. Call to Order

Chairman Westbrook called the meeting to order and thanked Trustee Whittle for his prior service as chairman, placing a lot of energy, time and effort into Strategic Planning. He also noted that the Board's new chairman had asked that Strategic Planning play a significant role in January's Board Retreat, specifically talking about the financial condition of the University and how that rolls into the strategic plan moving forward.

Chairman Westbrook called Provost Gabel forward, noting that she would share with the committee progress on the 2016-2021 Strategic Plan, while Dr. Howell would discuss certain measures on the dashboard.

II. Progress on 2016-2017 Strategic Plan and Resulting Institutional Dashboard for USC Columbia

Provost Gabel said her progress update covered the period since the January 2016 Board Retreat at which a deep conversation had taken place about the strategic plan. She indicated that she would set the stage as to where the University stood and would then turn the meeting over to Dr. Howell who would provide a robust update on the measures that the University had been using and the efforts that had been made.

In January 2016, the strategic plan was discussed in the context of the Focus Carolina plan. Under the Focus Carolina plan, Provost Gabel said the University had been inspired to achieve new heights of quality and to move the needle with new programs like On Your Time and infrastructure investments as the quality of the University's students grew year after year. She reminded Trustees of the goals of Focus Carolina: Quality, Leadership, Innovation, Diversity, Access, Global Competitiveness, and Community Engagement.

As the strategic planning conversations began, she said, it was obvious this list of goals had not been exhausted. After meetings across campus with the University's various stakeholders, it became apparent that the list did not need to be changed. Instead, it needed to be refreshed; it needed a purposeful re-examination.

The President has described his four pillars to Trustees and in many other settings, she said. These are: "Dedicated to providing a superior student experience; a globally recognized, high-impact research university; committed to developing new models for flexibility, access and affordability; and a vital part of

South Carolina's economic and overall wellbeing, striving to impact the world around us." There is no better example of how all of this is working, than the successes of the College of Nursing as described by Dean Jeannette Andrews during the Health Affairs Committee meeting earlier today.

The seven goals of Focus Carolina have been synthesized into five to provide a more accurate representation of how they work for the University operationally. There are: "Educating the thinkers and leaders of tomorrow; assembling a world-class faculty; spurring knowledge and creation; building inclusive and inspiring communities; and ensuring and communicating institutional excellence." Provost Gabel said this new perspective had been presented to multiple University stakeholders and it had all been very well perceived.

With this refreshed perspective on the strategic plan, the administration wants to be sure there is not a lapse in measuring accountability and success. Thus, efforts were taken to align these themes and pillars with existing measures to ensure the University's goals and the things that the University wants to accomplish were tied to something that can be seen and accounted for. For the most part, she said, this is accomplished through the dashboard which is the intersection of the University's ideas, its desire to move forward and accountability.

Yet, the dashboard also needed to be refreshed and that has been accomplished by University staff members in the Office of Institutional Research, Assessment and Analytics along with those in University Technology Services and the offices of Academic Affairs and Strategic Planning. She reviewed the former dashboard metrics that consisted of eight goals. These goals have been reframed into levels of measures – due diligence metrics, measures of national distinction and living the brand – that tie-in to what it is that the University wants to accomplish.

Provost Gabel proceeded to describe the elements that constituted each level of measurement. Under due diligence, which is what every University should be doing, were: total enrollment and first-time, full-time enrollment; ACT/SAT score; freshman-sophomore retention rate; six-year graduation rate; research expenditures and research expenditures/tenure-track faculty; doctoral degrees produced and enrollment in advanced degrees; and inclusion/campus climate. Under measures of national distinction, which are things that measure how outside entities see USC, were: faculty productivity/impact; rankings; postgraduate placement, which is the way the University shows the market wants USC graduates; brand performance; and community engagement/experiential learning. The measurement elements to be used under living the brand, which encompasses Carolina-specific things being done and whether they were working, continue to be developed.

Provost Gabel then turned the presentation over to Dr. Howell who began by discussing the change in the University's peer and peer-aspirant groups. He announced the updated comparison groups for the revised dashboard as: The peer group includes Auburn University, University of Georgia, University of Massachusetts-Amherst, University of Missouri, and the University of Tennessee; while the peer-aspirant group includes University of Florida, University of Illinois-Urbana-Champaign, University of Maryland, University of North Carolina, and the University of Virginia.

In looking at the dashboard in the new way of organizing the University's measures, Dr. Howell began with the due diligence metrics and illustrated with graphic slides where the University stood with each measurement. Each measurement illustrated the responsible entity while charting the actual measurement for USC, its peers and peer aspirants, as well as USC's forecast measurement through Fall 2020.

Dr. Howell said that unofficial data points were included for Fall 2016, indicating that the final census date would come in October. He added that it was unrealistic to expect that measurements would track perfectly, noting that there would be movement above and below the projected measurements.

Fall 2016 total undergraduate enrollment was slightly below projection at 25,423. First-time, full-time freshman enrollment was slightly below projection at 5,097. Median ACT score was as projected at 27, which was a median score. Median SAT score was 1210, which was three points below the projection. Dr. Howell further noted that USC's average ACT was 27.3 and the average SAT was 1215. He clarified for Trustee Whittle that *U.S. News* requests the 25th percent, the 75th percent, the average and the median ACT/SAT scores. Of USC's Capstone Scholars, he said the average SAT score was 1315, a four-point gain when the number of scholars grew 17%. In the Honor's College, there was an 11-point gain as the average SAT reached 1442.

President Pastides underscored the significance of the ACT/SAT scores when the goal is constrained by restricting the number of out-of-state students accepted for enrollment. Trustee Whittle cited recent statistics about how few South Carolina students who take the ACT were deemed college-ready. Trustee Preston asked about a breakdown of the ACT/SAT by racial and gender demographics and Dr. Howell indicated that while the dashboard provided an overview, Dr. Pruitt could provide specifics on request. Trustee Moody asked for specifics and Dr. Howell said he would develop a report in context of in-state students so that Trustees could respond to questions by legislators.

In continuing his review of measurements, he said that it was too early in the semester to have even an unofficial number available for comparison on the freshman-sophomore retention rate. The six-year

graduation rate is a federal standard and the projection shows a slight dip because of an expected downturn before the rate picks back up. New academic support programs that have been brought online are maturing and will have a positive impact on this measurement, especially the recent improvements to advising.

The student-to-faculty ratio is projected at 18 as the Provost's faculty-hiring rubric is implemented and the data point will be updated in the future. In addressing the research expenditures measurement, Dr. Howell pointed out for Trustees that in the past few years USC's peer-aspirants have experienced a downturn due to decreasing amounts of federal funds being available for research. USC is projecting through 2019 a 3% growth overall in research expenditures.

Doctoral degrees awarded are projected to grow then taper off, Dr. Howell said. Graduate enrollment is a new measure that shows a rebound in its projection after a post-recession decline in the number of graduate students in the College of Mass Communications and the College of Education, which rebounded in 2014. The School of Medicine Greenville also was added into the mix as of 2012.

Chief Diversity Officer John Dozier presented the campus climate segment of the dashboard presentation, noting that the attributes for gauging campus climate are composition, inclusion, engagement and achievement.

A campus climate survey was conducted in the spring to which about 13% of undergraduate students responded. The information gleaned from the survey is important and interesting, he said. All respondents to the survey recognized or understood the Carolinian Creed and expressed some agreement to the values of the Carolinian Creed. Yet, 15% of the respondents reported that they don't feel that they have found a community of belonging at the University. Broken out by race and ethnicity, 27% of African American students did not feel that they have found a community and 25% of international students had not found that community, while only 13% of white students felt that way.

President Pastides asked if this becomes the University's baseline and how does the University know how it is doing. Dr. Dozier said the data would be used as baseline data and the climate survey would be repeated every two years. He also responded to President Pastides questioning that there is not a national model for conducting climate surveys. However, Dr. Dozier said he was talking with colleagues in the Southeastern Conference about asking similar questions in order to develop some comparative information across institutions.

Dr. Dozier continued to discuss the campus climate survey, noting that 22% of respondents reported that students are not respectful to one another when discussing controversial issues. Again, those

who are not white or straight had a higher response to the question. He reported that 16% of student respondents disagreed or strongly disagreed that the University demonstrated a strong commitment to diversity, while 98% reported feeling some level of a welcoming climate for them at the University.

Some surprises from the survey included: 51% of respondents reporting that they felt unsafe on campus at least once during the school year; 33% that they had concerns regarding stable and/or consistent housing during the school year; about 25% of the respondents reported missing a class over the school year because they did not have transportation; and 39% of students reported skipping a meal or not having enough to eat over the school year due to financial constraints.

Dr. Dozier cautioned that the information could not be applied to the entire student body. However, he said, it is a good place to start asking questions and to start measuring success around campus climate. Dr. Dozier said analysis is continuing on the results of the Spring 2016 Pulse Online Survey and that he would report back. The information from the survey also will be made available on the Diversity and Inclusion website. He added that he would work with the Board Office to provide access for Trustees who wanted to review the draft data.

A faculty and staff climate survey is planned for October and a graduate student climate survey will be conducted in Spring 2017. The undergraduate student climate survey will be repeated in 2018, he said. In being transparent about the information and providing results back to students, Dr. Dozier said he hoped the response rate would increase.

Dr. Howell then covered the dashboard's measures of national distinction, beginning with the faculty scholarly productivity index. He explained that zero represented average in the "Z Scores" used for this measure and USC is measured above average, falling between its peers and peer-aspirants. Representing the rankings measure, Dr. Howell used the *U.S. News & World Report* ranking that is one of dozens available. He said that for the first time, the University had moved into the top 50 public institutions and had moved up from 108 to 107 overall.

Postgraduate placement is a new measure on the dashboard and Dr. Howell went into detail explaining some of the data. On an annual basis he said undergraduates who are graduating in May are surveyed between March and October, which means the May 2015 pool is the most recent data. Good trends are evident in the measure even with the varying numbers this measure represents, he said, noting that the percentage employed improved over 2014 and that the percentage of those unemployed but actively seeking employment had been nearly cut in half.

Dr. Howell referred Trustees to the background material for additional data on this measure. However, he did note that overall the salaries of exiting students improved by about 1%, with the starting salary of a student coming out of specific colleges improving by as much as 23% in the case of music. In looking at postgraduate placement as a measure for the first time, he said, the Fall 2009 cohort was analyzed showing that as of July 8, 2016, advanced degrees were received by 568 students with 524 additional students enrolled in a graduate or professional program.

Chief Communications Officer Wes Hickman addressed the national distinction measure of brand performance. He explained that a research firm was hired in 2011 and again in 2014 to conduct brand research to measure USC's performance against its peer and peer-aspirants. He indicated that an in-state population was surveyed across categories that included students, parents, faculty/staff, community, and alumni. He showed a chart illustrating that the overall perception of the USC brand improved along all of the University constituent groups. Another highlight, was that USC overtook Rutgers in the minds of constituents as far as an excellent national university. The University of Virginia and the University of North Carolina-Chapel Hill were ranked first and second respectively, with USC ranked third. Clemson he added was ranked seventh.

As the University moves forward, Mr. Hickman said a different presentation would have to be developed since the change in peers and peer-aspirants would preclude data comparison. He noted that a variety of metrics were available across the different questions and categories of the survey and he would be happy to provide additional information. Dr. Howell also referred Trustees to the background slides in their meeting materials for additional information about brand performance.

Dr. Howell said the final measure of community engagement/experiential learning included a large amount of information. He provided a slide showing summary data that indicated for Fiscal Year 2016, the total economic impact of USC's community service was \$12,788,963.93. This represented more than 28,092 USC volunteers giving more than 527,651 service hours and making \$1,634,406.34 in donations.

Measurements for the category of living the brand are continuing to be developed. However, Dr. Howell did present data related to graduation with Leadership Distinction, including statistics that showed in Spring 2016, these graduates engaged in approximately 82,800 hours in beyond the classroom experiences that tied back into their studies.

Finally, Dr. Howell presented a graph showing the growth in enrollment in University 101 classes and sections. He noted that sections offered had kept up with student enrollment to keep classes small to remain more impactful on the success of first-year students. To illustrate this, he said that those students in

the Fall 2007 cohort who did not take University 101 graduated at a rate of 68.9% while those who did take University 101 graduate at a rate of 73.3%. High risk students who take University 101 graduate at a rate of 66.2% versus those who did not at 57.4%. Most recently for the 2013 cohort, the freshman to sophomore retention rate, minus Honors College students, is 88.5% versus 83.7% for non-University 101 participants. Obviously, participating in these classes makes a real difference and makes for a better experience at the University and makes it more likely that a student will progress to their sophomore year and will graduate in a timely fashion.

Chairman Westbrook thanked everyone for their work on the presentation.

III. Other Matters

Chairman Westbrook called for any other matters to come before the committee.

President Pastides raised the opportunity of engaging David Seaton, chairman and chief executive officer of Fluor Corporation and a personal friend and advisor, to work with the committee or the full Board on issues that would be of help. Chairman Westbrook expressed interest in Mr. Seaton becoming involved as an active participant with the committee. However, he said he would defer to the Board Chairman as to the most appropriate role for Mr. Seaton.

Board Chairman von Lehe said he had talked with Vice Chairman Mobley about this and agreed it was important to continue Mr. Seaton's involvement with the University now that his service had concluded as chairman of the University's Carolina's Promise Campaign that raised over \$1 billion. Trustee Mobley added that Mr. Seaton's involvement raised opportunities for developing vital public-private partnerships. Trustee Smith said Mr. Seaton's ability to offer input on what companies looked for in graduates also would be an important asset for the Board.

Consensus was to discuss possibilities with Mr. Seaton and identify the best approach to keeping him involved with the University, especially in connection with the Ad Hoc Committee on Strategic Planning and the upcoming Board Retreat.

IV. Adjournment

There being no other matters to come before the committee, Chairman Westbrook declared the meeting adjourned at 3:55 p.m.

Respectfully submitted,

Amy E. Stone
Secretary