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University of South Carolina

BOARD OF TRUSTEES

February 18, 2005

The University of South Carolina Board of Trustees met on Friday, February 18, 2005, at 1:50 p.m. in the Campus Room of the Capstone House.

Trustees present were: Mr. Herbert C. Adams, Board Chairman; Mr. Miles Loadholt, Board Vice Chairman; Mr. Arthur S. Bahnmuller; Mr. James Bradley; Mr. Mark W. Buyck, Jr.; Dr. C. Edward Floyd; Mr. Samuel R. Foster, II; Mr. William C. Hubbard; Mr. William W. Jones, Jr.; Ms. Rita M. McKinney; Mr. Robert N. McLellan; Ms. Darla D. Moore; Mr. Michael J. Mungo; Mr. M. Wayne Staton; Mr. John C. von Lehe, Jr.; Mr. Eugene P. Warr, Jr.; Mr. Mack I. Whittle, Jr.; and Mr. Othniel H. Wienges, Jr. Mr. Toney J. Lister and Mrs. Inez M. Tenenbaum were absent. The faculty representative, Dr. James Augustine was also present; the student representative, Mr. Zachery Scott, was absent.

Others present were: President Andrew A. Sorensen; Secretary Thomas L. Stepp; Executive Vice President for Academic Affairs and Provost Mark P. Becker; Vice President and Chief Financial Officer Richard W. Kelly; Vice President for Research and Health Sciences Harris Pastides; Vice President for Information Technology and Chief Information Officer William F. Hogue; Vice President for Advancement T.W. Hudson Akin; Vice President for Human Resources Jane M. Jameson; Vice President for Student Affairs Dennis A. Pruitt; General Counsel Walter (Terry) H. Parham; Vice Provost and Executive Dean for Regional Campuses and Continuing Education Chris P. Plyler; Chancellor of USC Beaufort Jane T. Upshaw; Chancellor of USC Upstate John C. Stockwell; Dean of USC Lancaster John Catalano; Dean of USC Salkehatchie Ann Carmichael; Dean of USC Union James W. Edwards; Associate Provost for Institutional Outreach and Dean of The Graduate School Christine Ebert; Dean of the College of Nursing Mary Ann Parsons; Dean of University Libraries Paul A. Willis; Dean of the School of Music Jamal J. Rossi; Director of Facilities and Operations, USC Aiken, Tony Ateca; Assistant Treasurer Susan D. Hanna; Director of Administrative Services, University Libraries, C.J. Cambre, Jr.; Assistant to the Vice President, Division of Business and Finance, Ken Corbett; Executive Director of the Alumni Association, Division of University Advancement, Marsha A. Cole;

Religious Counselor, Hillel Jewish Counselorship, Bernard L. Friedman; Retiring faculty members: Charles K. Cook from USC Sumter, Joseph H. Gibbons from the Department of Chemical Engineering, and G. Buford Norman, Jr. from the Department of Languages, Literatures, and Cultures; Director of University Communications, Division of University Advancement, Russ McKinney, Jr.; and members of the media.

Chairman Adams stated that notice of the meeting had been posted and the press notified as required by the Freedom of Information Act; the agenda and supporting materials had been circulated to the members; and a quorum was present to conduct business.

Chairman Adams welcomed everyone and invited Board members to introduce themselves. Mr. McKinney introduced members of the media who were in attendance. Secretary Stepp was asked to deliver the invocation.

Open Session

I. APPROVAL OF MINUTES: The following three sets of minutes had been circulated by mail to the Board for review and were presented for approval:

- A. Executive Committee, December 13, 2004
- B. Board of Trustees, December 13, 2004
- C. Executive Committee, January 12, 2005

There were no additions, deletions, or corrections to the minutes; therefore, they stood approved as distributed.

II. COMMITTEE REPORTS:

- A. Fiscal Policy Committee:
(The Honorable Robert N. McLellan reported)

The Fiscal Policy Committee met earlier today.

Mr. McCoy had advised the Committee that four audits remained on the tracking report, two of which were more than six months old, but with the expectation that they will be resolved by the dates published on the schedule. He also noted that since the last meeting in September 2004, the following audits had been resolved: Human Resources; Salkehatchie Campus; International Support for Faculty and Staff; Law Enforcement and Safety; and Dining Services Construction.

The following four internal audits were reviewed during the meeting: USC Union; USC Sumter; Walker Institute; and, Parking Services. In addition, the KPMG Audit of the University of South Carolina for FY Ended June 30, 2004 and the Athletics Department Audit for Year Ended June 30, 2004 external audits, which had been separately distributed to the full Board, were opened for questions from the committee.

- B. Buildings and Grounds Committee:
(The Honorable Mark W. Buyck reported)

Mr. Buyck initially commented that members of the Buildings and Grounds Committee had recently participated in a "mini retreat." On two separate occasions they had met with selected University administrators to review thoroughly proposed upcoming campus building plans; several of those items were presented today for consideration. In addition, the Committee had met earlier today.

1. Administrative Increase: Jones Physical Sciences Center Renovations: The Jones Physical Sciences Center Renovations project budget was increased administratively by \$249,000 to cover the cost of connecting floors B-3 (south end of the building) to the new manifold exhaust system. A detailed study and cost analysis had determined that it would be more timely and cost effective to incorporate it into a larger renovation project. The \$5,849,000 total project budget will be funded with \$4,800,000 in Asbestos Trust Funds, \$800,000 in Institution Bonds, and \$249,000 in ICPF.

2. Gibbes Green Historic Facilities Renovations: In the 1997 Bond Bill, the University project "USC Columbia - Renovation/Deferred Maintenance - Sloan, Hamilton, LeConte, Petigru, and Callcott College and Historic Facilities" was approved with \$14.5 million in State Capital Improvement Bond Funds. In 2000, an additional \$3 million in State Capital Improvement Bonds was approved for "Gibbes Green - LeConte College Renovation."

To consolidate available funding into one project and to better manage and utilize the funding, previously approved projects were being combined under the project name "Gibbes Green Historic Facilities Renovations" with a budget of \$9,900,000.

With these changes, the allocation of available State Capital Improvement Bonds will total \$17,500,000.00.

3. 2005 Comprehensive Permanent Improvement Plan (CPIP): Each state agency responsible for providing and maintaining physical facilities was required to submit to the State Budget and Control Board a Comprehensive Permanent Improvement Plan (CPIP); included in the first year of the plan were permanent improvement projects expected to be implemented with funds already available or that the institution could reasonably expect to become available that fiscal year.

The following were projects with budgets greater than \$250,000 planned for the upcoming fiscal year (2004/2005):

a. Bates West Kitchen Upgrades: This project was to upgrade the kitchen facilities in Bates West over a three year period with a total project budget of \$1,460,000 funded with Housing funds.

b. McClintock Renovations/Fire Protection: This project will upgrade McClintock Hall with a project budget of \$1,070,000 funded with Housing Funds.

c. Patterson Hall Renovations/Fire Protection: This three-year project will include interior painting, electrical upgrades, lobby restoration and new furniture. Initially, the project was approved in February 2003 with a budget of \$3.5 million. Principally because of the addition of life safety upgrades, the budget was being increased to \$4,810,147 to be funded with Housing Funds.

d. Housing Elevator Upgrades: This project will fund the replacement of elevator cars and controls in residence halls to be prioritized by a private elevator audit included in Phase I of the project which was approved in February 2004 with a budget of \$450,000. The total project budget was \$3,100,000 and will be funded with Housing Funds.

e. Harper Elliott Renovations/Fire Protection: Major modernization efforts were required to enhance the living standards of the student residents in Harper Elliott. The budget for the project was \$1,012,464 and will be funded with Housing Funds.

On behalf of the Buildings and Grounds Committee, Mr. Buyck moved approval of the 2005 Comprehensive Permanent Improvement Plan (CPIP) with budgets and funding as described in the materials distributed for the meeting and as presented. Mr. Loadholt seconded the motion. The vote was taken, and the motion carried.

4. 1600 Hampton Street Eighth Floor Renovations: The proposed project would involve the renovation of a suite of rooms on the eighth floor of 1600 Hampton Street to create a new meeting area for various boards and advisory committees of the University. This renovation will replace the current meeting area in the Carolina Plaza which was being reassigned and renovated for the Arnold School of Public Health.

Dr. Floyd asked whether the leasing of two floors of the Hampton Street building to the Justice Department had proved financially successful for the University. Mr. Kelly indicated that the National Advocacy Center had initially paid \$2 million; in addition, they had upfitted the two floors and were paying \$14 a square foot (approximately 52,000 square feet) per month to lease the space. Also gained were 500 student parking spaces and an additional parking lot of 450 spaces which will be available in 2 years.

Mr. Kelly further pointed out that those administrative offices previously housed in 900 Assembly Street had relocated to 1600 Hampton Street; and, various

offices from the Carolina Plaza, which had been vacated for renovation, had moved to that location.

On behalf of the Building and Grounds Committee, Mr. Buyck moved approval to establish the project with a budget of \$385,000 funded with Institutional Funds as described in the materials distributed for the meeting and as presented. Mr. Bradley seconded the motion. The vote was taken, and the motion carried.

5. Thomas Cooper Library Renovations/Rare Books and Modern Political Collections Facility: The proposed facility will provide specialized storage areas and climate control to preserve the University's valuable rare books, special research collections and modern political collections. In addition, the facility will provide educational space, exhibit areas, reception areas, office and work spaces, reading rooms and research offices.

Mr. Buyck noted that Senator Hollings had been able to secure \$14 million of federal funds for this project; the University will raise the remaining \$4 million in private funds. During the Committee meeting earlier today, Mr. Whittle had requested careful architectural consideration of this project because the original library had been designed by a leading American architect.

On behalf of the Building and Grounds Committee, Mr. Buyck moved approval of the Thomas Cooper Library Renovations/Rare Books and Modern Political Collections Facility project with a budget of \$18 million funded with \$14 million in federal funding and \$4 million in private funding as described in the materials distributed for the meeting and as presented. Mr. Mungo seconded the motion. The vote was taken, and the motion carried.

6. Band Hall Construction: This project will relocate University Bands to the vicinity of Bates House Dormitory and Benson School. The project will include construction of a new building to provide a band practice facility and instrument storage; site work will include the creation of a practice field and parking.

On behalf of the Building and Grounds Committee, Mr. Buyck moved approval to establish the project with a budget of \$5 million funded with University Funds as presented in the Three Year Capital Plan. Mr. Bahnmuller seconded the motion. The vote was taken, and the motion carried.

7. School of Medicine 15 Medical Park Renovation: The proposed project would involve the renovation of 15 Medical Park located on the Richland Hospital Campus. The Department of Neuropsychiatry (one of six core disciplines required for medical student education) was consolidating its operations onto one campus (Richland Hospital campus).

On behalf of the Building and Grounds Committee, Mr. Buyck moved approval to establish the project with a budget of \$492,500 funded by the School of Medicine Educational Trust. Dr. Floyd seconded the motion. The vote was taken, and the motion carried.

8. School of Medicine Building #1 Cooling Replacement: This project will replace cooling towers, pumps, control devices, and associated devices connected to the condensing systems in Building #1 on the School of Medicine VA Campus; these towers had exceeded their life span.

On behalf of the Building and Grounds Committee, Mr. Buyck moved approval to establish the project with a budget of \$475,000 funded by the School of Medicine Institutional Capital Project Funds (ICPF). Mr. Warr seconded the motion. The vote was taken, and the motion carried.

9. USC Aiken Convocation Center Site Enhancements: This project will include additional site enhancements for the Convocation Center at USC Aiken.

On behalf of the Building and Grounds Committee, Mr. Buyck moved approval to establish the project with a budget of \$745,000 funded by the City of Aiken. Mr. Loadholt seconded the motion. The vote was taken, and the motion carried.

10. USC Aiken Pacer Downs Deferred Maintenance: This project will address priority deferred maintenance and capital projects at the twenty year old Pacer Downs Apartments.

On behalf of the Buildings and Grounds Committee, Mr. Buyck moved approval to establish the project with a budget of \$495,000 funded with USC Aiken Revenue Bonds as described in the materials distributed for the meeting. Mr. Wienges seconded the motion. The vote was taken, and the motion carried.

11. USC Beaufort Campus Housing: USC Beaufort was planning student housing to be operated in a manner parallel to USC Aiken. A Memorandum of Understanding on the development, construction and management of this housing was mailed with the Board meeting materials; discussion of this project was also held during the Committee meeting earlier today.

On behalf of the Buildings and Grounds Committee, Mr. Buyck recommended approval of the Memorandum of Understanding between the University and the Beaufort-Jasper Higher Education Commission as distributed and presented. Mr. Jones seconded the motion. The vote was taken, and the motion carried.

12. Gift Naming Opportunity: The following naming, in conjunction with an appropriate donation, was recommended by the Gift Naming Opportunities Committee and was presented to the Buildings and Grounds Committee without objection.

"The McCausland Brain Imaging Research Center of Economic Excellence"
Division of Research and Health Sciences":

On behalf of the Building and Grounds Committee, Mr. Buyck moved approval of this Gift Naming Opportunity as presented. Mr. Whittle seconded the motion. The vote was taken, and the motion carried.

At the request of Mr. Buyck, Chief Financial Officer Rick Kelly reported on the Buildings and Grounds "Mini Retreat" which had been held recently during a 2 day period. A chart summarizing the total cost of all proposed projects and concomitant funding sources/amounts for each of the next five years was displayed on a screen; specifically, 18 projects for which it was believed funding was available and would likely be presented for Board approval within the next 12-18 months, were discussed. Sources of funds identified included CIB (Capital Improvement Bonds) State Bonds; Housing Funds; Athletics Funds; Energy Contract; Food Service Funds; Institutional Funds; Health Center Funding; Private Funds; and Federal Funds.

Mr. Kelly indicated that the University had requested \$35 million in state appropriations; of that amount, \$20 million was designated for a new law school and \$15 million would be used to match a donor gift to refurbish the Moore School of Business (the donor had stipulated that the University must contribute that amount in order to receive the gift).

An Athletics Funds total of \$15 million was anticipated as the amount needed from that department to build a new baseball stadium. The Energy Contract total of \$16 million reflected the cost of building a new biomass plant; yesterday, the Joint Bond Review Committee had approved this project. Conceptual plans had been presented during the retreat for the construction of a new restaurant in front of the Humanities Building; Food Service Funds of \$1.1 million with an additional \$400,000 from Sodexo Food Services had been designated as the sources of funding for that project.

Mr. Kelly noted that the University had approximately \$7 million of Institutional Funds. In addition, \$47 million worth of bonding authority was available; it was anticipated that \$34 million would come forward within the next 12-18 months. Also discussed with the Committee was the possibility of funding a new health center at a proposed cost of \$16 million. The Federal Funds amount of \$14 million represented funding for the construction of two new wings on Thomas Cooper Library which the Board had approved earlier today.

Proposed, therefore, was a minimum total amount of \$222 million of new projects to be presented for Board consideration during the next 3-4 years.

Mr. Mungo inquired about the projected total for funding a new baseball stadium; he had understood that amount to be \$10 million rather than \$15 million.

In response, Mr. Kelly explained that several individuals from the University, based on the recommendation of Coach Tanner (head baseball coach), had visited the baseball stadium at the University of Arkansas in Fayetteville; the projected cost to build a similar configuration at the University would total approximately \$15 million. The Athletics figure of \$10 million could possibly represent the cost of constructing a baseball facility on a smaller scale; in addition, that particular dollar figure had been set aside in the Athletics Department budget for quite some time.

Mr. Kelly further reported that the Fayetteville facility was a "very functional stadium" and "well laid out" with a total seating capacity of 5,800 - 6,000; additional seating could be assembled on the exterior grassy knolls. The initial setup had been constructed without boxed seating; during the second phase, 14 boxes had been built on top of the first seating level. The farthest box above the third base (Arkansas's home dugout area) housed the coach's office; the next one housed the assistant coaches' offices. Mr. Kelly noted that these offices with glassed doors overlooking the field were an excellent location for recruiting activities; the remaining 12 boxes were leased. The cost per year (5 year commitment) to lease one of these boxes totaled \$15,000; within 2 ½ years of construction they had been paid for entirely. Head Baseball Coach Dave van Horn from the University of Arkansas had indicated that those individuals who bought baseball boxes were interested in conducting business during games.

Mr. Kelly anticipated that construction would likely begin in less than 6 months. The master planners, Sasaki of Massachusetts, had carefully studied and thoroughly reviewed with University officials various site locations "as it fits in with the westward master plan that we have."

Mr. Buyck commended Mr. Kelly and his administrative team for their outstanding and in-depth presentation during the 2 day mini retreat. He believed that they were "doing a wonderful job for the University of South Carolina."

C. Intercollegiate Activities Committee:
(The Honorable Samuel R. Foster, II reported)

The Intercollegiate Activities Committee met earlier today and heard a report from the Athletics Director. Dr. McGee specifically addressed the recent enthusiastic celebration of University students following the Gamecock basketball team win against the University of Kentucky; the SEC will impose a \$5,000 fine because students had surged onto the court immediately before the end of the game. Dr. McGee stated that a second occurrence would result in a \$25,000 fine; for any subsequent incident, the penalty would be raised to \$50,000. The Athletics Department will investigate various options/resolutions to avoid the possibility of future episodes.

Dr. McGee had distributed a draft summary of various future Athletics Department projects as well as the estimated cost, funding source, and anticipated bond indebtedness. Highlights included: construction of a baseball stadium; acquisition of the Farmers' Market and the ETV (Educational Television) building.

Mr. Foster also referenced a memo from Harold White, Senior Associate Athletics Director for Academics and Student Services, to Dr. McGee in which various Fall 2004 student athlete accomplishments were highlighted. Academically, 9 of the 17 sports teams had posted a grade point average of 3.0; 6 of the teams had recorded their highest GPA ever, including men's basketball (2.910) and baseball (3.005); 35 student athletes had been named to the 2004-2005 Southeastern Conference Fall Academic Honor Roll.

In the area of community service, a total of 2,250 hours had been earned. In addition, the annual Athletics Department food drive, organized by the Student-Athlete Advisory Committee, had collected 6,129 pounds of food (enough to feed approximately 155 people for 5 days).

The Committee thanked Dr. McGee for his years of service as Athletics Director and wished him success in his forthcoming retirement. Appropriate recognition of his efforts was being planned.

The Committee also heard a status report from President Sorensen on the search for the next Athletics Director. At Mr. Foster's request, President Sorensen summarized the comments which he had delivered during the Committee meeting earlier today. Approximately 3 dozen "unsolicited expressions of interest" had been forwarded to his attention; the overwhelming majority of applicants were sitting athletics directors. In the next several weeks President Sorensen will carefully review and consider these individuals for the position of Athletics Director at the University.

D. Executive Committee:
(The Honorable Herbert C. Adams reported)

The Executive Committee met on Wednesday, January 12th, and earlier today.

During the January 12th meeting, the Committee approved three assistant football coach contracts with Tyrone Nix, David Wommack, and John Thompson.

During the meeting earlier today, the Committee approved a contract with Cognos Corporation which will allow the University access to a state-of-the-art data warehouse and business intelligence software program.

The following item was approved for recommendation to the Board:

- College of Nursing Program Name Change: In order to facilitate timely recruitment and advisement activities, the College of Nursing was requesting that the Executive Committee consider the following program name change:

Doctor of Nursing (ND) to Doctor of Nursing Practice (DNP). This request had received all appropriate academic and administrative approvals.

Mr. Bahnmuller moved approval of the College of Nursing program name change from the Doctor of Nursing (ND) to the Doctor of Nursing Practice (DNP) as described in the materials distributed for the meeting and as presented. Mr. Bradley seconded the motion. The vote was taken, and the motion carried.

III. ALUMNI ASSOCIATION REPORT (Alumni Center Report): Chairman Adams recognized Ms. McKinney who initially observed that the Alumni Association had for some time been discussing the need for an alumni center. She noted that her two most recent predecessors, Bubba Fennell and Alex Shuford, had mentioned this concept in their respective reports during Board meetings.

Ms. McKinney defined an alumni center as "a multi use facility on campus that is used for large or small functions" which housed meeting rooms, entertainment space, conference rooms, etc. Not only alumni, but also student groups, faculty, the administration and the community would have access to the space. Examples of usage included press conferences, media announcements, football game day gatherings, recruitment dinners, and multi sized conferences. "It can be not only a gathering place but a showpiece for the University."

Other institutions with these facilities had indicated that an alumni center "becomes a face for the university" and a center, not just for the alumni, but for the entire university community. Ms. McKinney displayed pictures of several alumni centers on campuses across the United States. She noted that in the January 2004 issue of *University Business*, the feature story, entitled "*The Alumni Advantage*," reported that alumni were very excited about these centers and, as a result, were writing checks and planning visits to their alma maters.

At this time, Ms. McKinney introduced Hudson Akin, Vice President for University Advancement, who had experienced the development of an alumni center from its inception to the grand opening at Ball State University (former employer). He specifically addressed the impact of such a facility pointing out that attendance at events increased as well as the amount of giving; featured in his presentation were various facts and figures about the alumni centers at Stanford University, Penn State University, North Dakota State University and Kansas State University.

At Ball State University, Mr. Akin indicated that the 50,000 square foot alumni center, costing \$8 million to build, was opened in 1998; he stressed that the primary focus of this facility was as a functional space. "We are talking about a front door, a place where people can arrive when you have special events on campus and you know where it is going to be." On average, 60 events per month were

staged in that facility with a participation total of slightly more than 3,100. "It truly did transform the campus and became the choice of meeting place for campus events."

Ms. McKinney indicated that Alumni Association staff members had created a "wish list" for an alumni center at the University. Initial thoughts included a facility of approximately 50,000 square feet costing \$10-12 million to build with hospitality space, conference rooms, banquet and reception space and gardens. "This alumni center would be a place that is uniquely Carolina; that pays its own way; and becomes our Alumni Advantage."

A "quiet fund raising campaign," largely within the Alumni Association, had begun at Carolina. Ms. McKinney was pleased to announce that 100 percent of the Board of Governors and the Alumni Association staff had participated; gifts and pledges totaled \$750,000. In addition, the Alumni Association had pledged \$3 million. "We believe that now is a good time and an opportune time for us to move beyond the concept of an alumni center to the reality of an alumni center." She specifically noted that 9 of the 12 SEC (Southeastern Conference Schools) had or were building these facilities.

Responding to an inquiry about funding, Ms. McKinney explained that it was hoped a large gift would be secured from an individual whose name would appear on the building; the remaining amount would be raised through a traditional fundraising campaign. Discussion ensued regarding an appropriate site; President Sorensen indicated that within the parameters of the Master Plan, several locations would be suitable. Currently, Alumni Association staff offices were located in a small house on Senate Street (designated as the site for the new Law School building).

Chairman Adams thanked Ms. McKinney for her report and stated that it would be received as information.

IV. REPORT ON BOARD GOALS FOR 2010: Chairman Adams called on Provost Becker who updated the Board regarding the status of the Board Goals for 2010. During a Board retreat at Wampee the previous April, members had engaged in an extensive discussion regarding this topic; at that time, nearly 50 different goals and objectives had been accumulated. From this list, it was decided to consolidate that number to concise "high level" goals "which are goals that the larger set feed into. The smaller set is something that we should track very closely and report on annually because they literally drive what a number of us work on daily."

The five major categories were: Undergraduate Students; Post-Baccalaureate Students; Faculty; Research; and Resources. Provost Becker stated that these

particular categories were chosen as the result of many conversations with various administrators as well as the deans during their retreat this past January.

Undergraduate Students

Under this section were two indicators (SAT Scores and Student Awards and Distinctions); the former to measure input and the latter to measure output. Provost Becker noted that it was not only important to track the quality of students the University attracted (SAT Scores), but also to measure the resulting output (Student Awards and Distinctions); examples included high level scholarships such as Truman and Marshall and Graduate Fellowships.

Mr. Whittle expressed concern that the matrices listed under Student Awards and Distinctions were those in which the University particularly excelled and not necessarily those used by other institutions. "They are the result of bringing good students in and having good faculty here - it's a by-product of what we do on the front end." He believed that the level of input should be raised to a competitive peer level before the output was assessed. Provost Becker noted that most of Carolina's efforts in this area had focused historically on the Honors College; this year, eligibility had expanded to include all students with a 3.9 GPA or above.

Ms. Moore opined that the summary of goals (which had been distributed to Board members prior to the meeting) incorporated all of the objectives previously discussed and was well organized.

Post-Baccalaureate Students

The two indicators for this goal were Doctoral Degrees Conferred and Professional School/Program Rankings. *The Lombardi Program on Measuring University Performance* used the former as a ranking tool and *US News and World Report* used the latter.

Faculty

Listed as indicators were Hiring and Faculty Awards and Distinctions. Provost Becker commented that the "hiring" goal represented an enormous challenge facing the University for at least the next five years; anticipated was the hiring of approximately 600 new faculty during that time frame. "This is actually an incredible undertaking to have a hiring program of this size and magnitude and we need to track our progress and report it regularly."

The second heading, again, was used as a ranking tool by *The Lombardi Program on Measuring University Performance*.

Research

Under this goal were Total Research Awards & Expenditures and Federal Research Awards & Expenditures. Provost Becker explained that these indicators

were used nationally for evaluating and ranking universities in terms of research productivity.

Resources

The two indicators, Endowment and Annual Giving, were the major ones used in both *US News and World Report* and *The Lombardi Report*.

Ms. Moore postulated that the most important goal was the hiring of faculty. She asked whether a plan of action had been formulated to accomplish this task. In response, President Sorensen advised that three distinct plans would guide the process: (1) the centenary plan developed by Dr. Pastides; 100 faculty will be recruited to engage primarily in research; four areas were identified "in which we will strive for national eminence". (2) a parallel "Faculty Excellence Initiative" to add a net increase of 150 faculty; Dr. Pastides and Dr. Becker will determine those hiring areas in which international recognition will be sought. (3) 350 faculty will be hired to replace those members who will retire as a result of the TERI (Teacher and Employee Retention Incentive) Program.

Dr. Pastides added the following comments:

We are also looking at the needs for the junior to senior flow. The majority of positions will be junior faculty, but we are investing in very well mentored, high quality faculty. But at the senior level we are also thin. So, for example, one week from today Dr. Becker and I are flying to Connecticut to personally see if we can recruit a member of the National Academy of Engineering who would serve as a mentor for two of the scientific areas that we are stressing right now.

Mark and I have faced the possibility that we could take what is one of the grandest opportunities, I would say, in the modern history of the University of South Carolina, and if we are not careful, squander it. So, we are being extremely focused; we are being very reserved as we move out of the gate; and we are being very attentive to the way the deans and the department chairs are requesting these positions.

Similarly, we are very optimistic about being focused, about recruiting in the focus areas of the University, and about doing a good job at recruiting proportionally senior faculty along with the junior faculty who are more affordable.

Ms. Moore asked that the Board remain closely involved in the entire process. In response to her request, President Sorensen suggested that Drs. Becker and Pastides present a joint report on the status of faculty recruitment for the current year during the next Board meeting. He did not want "business as usual" (i.e., replacing a retiring faculty member who was an expert in 17th century Spanish literature with another individual possessing the same qualifications unless that was seen as an appropriate premise). Ms. Moore concurred with that assessment.

In addition, Ms. Moore inquired about a system for monitoring the quality of doctoral programs. Dr. Pastides indicated that revamping of the entire process under which doctoral programs were reviewed was currently underway; external reviews will be conducted with the expectation that recommendations to diminish various ones while strengthening others will be presented to the Board.

In summary, Mr. Whittle made the following comment:

What we are looking at is the 50 goals rolled up at 30,000 feet and you are going to report to us as you go down closer; it will get more granular and it will get more specific and it will be more quantifiable and measurable over a period of time.

Mr. von Lehe asked that these goals also be reviewed before the Academic Affairs and Faculty Liaison Committee.

Chairman Adams thanked Drs. Becker and Pastides and looked forward to the next report.

V. REPORT OF THE PRESIDENT: Chairman Adams called on President Sorensen who initially remarked that many, if not most university boards of trustees functioned in a reactive manner to the administration. Since his tenure as President at Carolina, he had endeavored to transform that relationship "so that we work in a collaborative fashion and not in a reactive mode." In addition, President Sorensen indicated that he hoped to move into a multiple year planning process; five university areas had been exposed to this process: (1) an enrollment management plan for the University had been established until 2010; (2) Mr. Kelly and his staff had presented to the Buildings and Grounds Committee a multiple year plan for current and future campus buildings; (3) Dr. Becker had reported on the Board goals project earlier in the meeting; (4) in the near future, Mr. Akin will be talking about a multiple year capital campaign; and, (5) Provost Becker and Vice President Pastides will discuss a faculty recruitment plan. President Sorensen again emphasized his primary goal of engaging the Board "so that we are working together rather than having you respond to proposals that we have."

Columbia campus student applications had increased 5 percent as compared to one year ago; the Union campus had experienced a 30 percent increase and USC Lancaster applications had increased 10 percent. The University was very pleased with the enrollment effect.

Invitations to join the South Carolina Health Sciences Collaborative (Palmetto Richland Health System, Greenville Hospital System, MUSC, and USC) had been extended to Clemson University and the Spartanburg Memorial Hospital.

Recently the University of Georgia president visited Carolina and had remarked how beautifully the campus had developed in the past 2-3 years. He particularly pointed out the Greek Village, the Strom Thurmond Wellness Fitness Center and the Colonial Center; he also praised the Horseshoe. President Sorensen was very pleased with this appraisal.

Finally, President Sorensen directed the attention of the Board to the most recent issue of *The Chronicle of Philanthropy*. On the front cover was an article about Trustee Moore entitled "Female Donors With Self-Made Wealth Are Shaking Up Philanthropy"; also included was a picture of her.

VI. OTHER MATTERS: On behalf of the Board of Trustees, Chairman Adams recognized those retiring faculty members who were present and asked them to step to the podium. He explained that they had been awarded honorary faculty titles at the December 13, 2004, Board meeting. As Secretary Stepp read the list of names, President Sorensen and Chairman Adams extended congratulatory handshakes and the Board of Trustees acknowledged their efforts with a round of applause. Chairman Adams also thanked them for their service to the University of South Carolina.

At Chairman Adams' request, Mr. Freidman delivered the benediction. Since there were no other matters to come before the Board of Trustees, Chairman Adams declared the meeting adjourned at 3:20 p.m.

Respectfully submitted,

Thomas L. Stepp
Secretary