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University of South Carolina
BOARD OF TRUSTEES

Academic Affairs and Faculty Liaison Committee

June 11, 2009

The Academic Affairs and Faculty Liaison Committee of the University of South Carolina Board of Trustees met on Thursday, June 11, 2009, at 12:00 p.m. in the 1600 Hampton Street Board Room.

Members present were: Mr. William W. Jones, Jr., Chairman; Mr. Herbert C. Adams; Mr. Mark W. Buyck, Jr.; Mr. John C. von Lehe, Jr.; Mr. Miles Loadholt, Board Chairman; and Mr. Samuel R. Foster II, Board Vice Chairman. Mr. James Bradley; Mr. William C. Hubbard; and Mr. Mack I. Whittle, Jr. were absent.

Other Trustees present were: Mr. Chuck Allen; Mr. J. Egerton Burroughs; Mr. Toney J. Lister; Ms. Darla D. Moore; and Mr. Eugene P. Warr, Jr.

Faculty Liaison Committee representatives present were: Dr. Charley Adams, Chair of the Faculty Welfare Committee; and Dr. Patrick D. Nolan, Faculty Senate Chair-Elect. The following Faculty Liaison Committee representatives were absent: Dr. Robert G. Best, Chair of the Faculty Senate; Dr. Mathieu Deflem, Chair of the Faculty Advisory Committee; Dr. Carl Eby, USC Beaufort, Senior Campuses Representative; and Dr. Danny Faulkner, USC Lancaster, Regional Campuses Representative.

Others present were: President Harris Pastides; Secretary Thomas L. Stepp; Executive Vice President for Academic Affairs and Provost (Interim), and Vice President for Planning William T. Moore; Vice President for Human Resources Jane M. Jameson; Vice President for Information Technology and Chief Information Officer William F. Hogue; Vice President for Student Affairs and Vice Provost for Academic Support Dennis A. Pruitt; Interim Vice President for Advancement Michelle D. Dodenhoff; General Counsel Walter (Terry) H. Parham; Vice Provost and Executive Dean for System Affairs and Extended University Chris P. Plyler; University Treasurer Susan D. Hanna; Chancellor of USC Aiken, Thomas L. Hallman; Associate Vice President for Finance and Budget Director, Division of Business and Finance, Leslie Brunelli; Vice Provost for Faculty Development Christine W. Curtis; Associate Provost and Dean of Undergraduate Studies Helen I. Doerpinghaus; Associate Vice Provost for Academic Resources Ed Walton; Associate Vice President for Information Technology and Deputy CIO Jeff Farnham; Assistant Provost for Academic Programs Kris H. Finnigan; Dean of the College of Arts and Sciences Mary Ann Fitzpatrick; Executive Vice Chancellor of Academic Affairs, USC Aiken, Suzanne Ozment; Senior Vice Chancellor of Academic Affairs and Dean of Nursing, USC Upstate, Marsha Dowell; Chair of the Department of Physical Education, College of Education, Karen French; Assistant to the President and Athletics Director John D. Gregory; Director of

Governmental and Community Relations and Legislative Liaison Shirley D. Mills; Director of Governmental Affairs and Legislative Liaison Casey Martin; President of the Student Government Association Meredith Ross; Director of the Office of Media Relations, Division of University Advancement, Margaret Lamb; Lynn Derrick, SunGard Higher Education; University Technology Services Production Manager, Justin Johnson; Board staff members Terri Saxon, Vera Stone, and Karen Tweedy.

Chairman Jones called the meeting to order and invited those Board members present to introduce themselves. Ms. Lamb indicated that no members of the press were in attendance.

Chairman Jones 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 Committee; and a quorum was present to conduct business.

Chairman Jones stated that there were personnel matters dealing with recommendations for honorary faculty titles, tenure recommendations, appointments with tenure and honorary degree nominations which were appropriate for discussion in Executive Session.

Chairman Jones called for a motion to enter Executive Session. Mr. Foster so moved and Mr. Adams seconded the motion. The vote was taken, and the motion carried.

The following individuals were invited to remain: Dr. Pastides, Secretary Stepp, Dr. Moore, Mrs. Jameson, Dr. Pruitt, Dr. Hogue, Dr. Plyler, Dr. Booze, Ms. Dodenhoff, Mr. Heath, Mr. Parham, Ms. Brunelli, Mr. Walton, Mr. Gregory, Ms. Mills, Mrs. Martin, Mrs. Lamb, Mrs. Saxon, Ms. Stone, and Ms. Tweedy.

Return to Open Session

I. Department Name Change:

- Department of Earth and Ocean Sciences: Chairman Jones called on Dr. Moore who explained that the request, based on a recommendation from an external review panel, would mirror transformations in the discipline and better represent the expertise of the faculty, which would help in the recruitment of future students.

Chairman Jones called for a motion to approve the department name change as presented. Mr. Adams so moved and Mr. von Lehe seconded the motion. The vote was taken, and the motion carried.

II. Program Name Changes:

Chairman Jones called on Dr. Moore who stated that the first three requests were a result of the transfer of programs from the Department of Theatre and Dance to the Department of English, to better reflect the reality of the current programs of study being offered.

Dr. Moore explained that the fourth request was due to a curriculum change to the Master of Science in Physical Education degree, which deleted all concentrations in the degree except for Athletic Training. As a result, the College of Education requested to rename its Master's Degree as presented.

- A. Master of Arts, with a major in Theatre
- B. Master of Fine Arts, with a major in Theatre
- C. Master of Arts in Teaching, with a major in Theatre
- D. Master of Science, with a major in Athletic Training

Chairman Jones called for a motion to approve the four program name changes as presented. Mr. Buyck so moved and Mr. von Lehe seconded the motion. The vote was taken, and the motion carried.

III. Request for Approval of a "Professor of Distinction":

Chairman Jones called on Dr. Moore, who explained that the request was to establish a professorship in the College of Education that would be used to recruit or retain an exemplary assistant or associate professor. The professorship would be entitled "College of Education Assistant (Associate) Professor of Distinction," and would be funded by private funds.

Chairman Jones called for a motion to approve the Professor of Distinction as presented. Mr. Buyck so moved and Mr. Loadholt seconded the motion.

Mr. Buyck asked where the "private funds" would come from and Dr. Moore responded that there would be an "annual endowment."

The vote was taken, and the motion carried.

IV. USC Columbia Faculty Manual Changes:

Chairman Jones called on Dr. Moore who stated that the proposed changes had been approved thus far in accordance with University Policy, and that they were mainly a

result of changes in human resource policies, in some report lines, and in some procedures. In addition the Faculty voted to add the Carolinian Creed.

Mr. Loadholt moved to approve the USC Columbia Faculty Manual changes as presented in the materials distributed for the meeting. Mr. Buyck seconded the motion. The vote was taken, and the motion carried.

V. USC Aiken Faculty Manual Changes:

Chairman Jones called on Dr. Ozment who stated that most changes were clarifications to the post tenure review process, and had received all appropriate approvals.

Mr. Loadholt moved to approve the USC Aiken Faculty Manual changes as presented in the materials distributed for the meeting. Mr. Buyck seconded the motion. The vote was taken, and the motion carried.

VI. University System Faculty Manual Changes:

Chairman Jones called on Dr. Plyler who stated that Regional Campuses Faculty Senate requested approval to incorporate new guidelines for presentation of tenure and promotion files into the University System Faculty Manual.

Mr. Buyck moved to approve the University System Faculty Manual changes as presented in the materials distributed for the meeting. Mr. Adams seconded the motion. The vote was taken, and the motion carried.

VII. Report on OneCarolina Progress, Status and Outlook:

Chairman Jones called on Dr. Hogue to report. He outlined the Office of Technology Core Services: Power, Cooling, Fire Suppression, Business Continuity; Telecommunications and Networking; Server Services; Middleware/Operating Systems; Help/Training Services, Security Services; Enterprise Messaging Storage, Content Management; OneCarolina, Blackboard, Library System; Enterprise Web, Video, Design, Photo, Printing; Classroom Services; Desktop Services; Cyberinfrastructure; and Unique Software.

Dr. Hogue explained the context of how his Department, in an intellectual way, dealt with the problem of how to provide information technology (IT) services in the university's complex environment composed of 50,000 students, faculty, and staff over eight institutions, all with unique IT needs.

OneCarolina was the largest business process transformation project in the University's history. It featured the review and redesign of workflow and business processes on all USC campuses. It also focused on Human Resources/Payroll, Business and Finance, Research Administration, and Student Information Systems. The objective was to replace over 5-million lines of legacy computer code dating from the 1970's that was no longer supportable.

The Board of Trustees initially approved the OneCarolina planning process in 2004, and since that time USC engaged *Bearing Point* for analysis of business process needs, and involved 300 University staff from all campuses to do a needs analysis. They began the process of procuring the "best-of-breed" software tools, and engaged in planning and due

diligence in plan in working with the University's vendor partners, and with other institutions who had already been through the process.

The next step was to conduct a Fit/Gap Analysis, a comprehensive and systematic review of workflow and business processes, to determine the "fit" provided by off-the-shelf software systems, and to identify the "gaps" between functionality provided by off-the-shelf software and desired business process transformation.

Following the Fit/Gap Analysis, Collegiate Project Services (CPS) was engaged to prepare a readiness assessment, to ask "do you know what you are in for." CPS determined the readiness assessment bottom line was, after surveying or talking to approximately 800 respondents, that "the USC system was better prepared than any of the other (17) colleges and universities they had assessed."

The University's current opportunities to move forward with small pieces of the overall OneCarolina included high impact projects such as opening a student portal, introducing e-procurement, identity management, and alignment with Focus Carolina objections. Federal mandates which required compliance no later than early Fall, including university responsibility for the direct student loan process, security and privacy (e.g., SSN), and Payment Card Industry (PCI) Compliance could be more efficiently complied with through OneCarolina as opposed the University's current IT system.

In conclusion, Dr. Hogue said that he would be back before the Board to talk about specific contractual issues related to OneCarolina in the very near future.

Mr. Buyck asked the immediate and the long range cost of OneCarolina. Dr. Hogue responded that the long range cost was approximately \$15 million a year for a period of years yet to be determined. He estimated it would be a five year period. He noted that, as with deferred maintenance, the "longer we delay, the more the price goes up." In the short term, he anticipated presenting the Board specific proposals in the high six figures to low seven figures.

Dr. Hogue added that he, President Pastides, Dr. Moore, and Mr. Rick Kelly had concluded in Fall '08, that it would be inappropriate to ask the Board to move forward with a project of this magnitude, until they were more certain of the economic stability of the University's funding sources.

Ms. Moore asked for an update on the South Carolina Light Rail (SCLR) project which involved the University of South Carolina, Clemson, and the Medical University of South Carolina (MUSC). Dr. Hogue responded that it was operational and that the group was working to obtain stimulus funding to expand access to other state institutions. Within the first six months of the SCLR's becoming a reality, a \$7.9 million grant was received from the Federal Communications Commission to extent the SCLR to rural healthcare providers. One current primary use of the SCLR was for improved communication with MUSC related to the South Carolina College of Pharmacy program.

Mr. Foster asked the cost to the University if they continued to utilize the outdated IT system, instead of implementing the OneCarolina program. Dr. Hogue said that

he did not have the figures on hand, but explained that the University's current "legacy" IT systems were built with "skill sets and technical architecture that were so old they were no longer supported by external vendors." In addition, the pipeline of talent for IT experts was difficult to tap "because it was very difficult to get people excited about working on architecture that was 30 years out of date."

Ms. Moore noted that the Board first began talking about the need for the OneCarolina program in 2004, and that it was "fundamental to being in the twenty-first century and operating any kind of educational system."

Dr. Hogue clarified that although the University was behind in its technology, the real issue was the need to revise and reengineer the University's business processes.

Ms. Moore emphasized that this project was the foundation of the University's ability to deliver its product and that the Board needed to move it to the top of its priorities. She added that the University's technology system had been "patched together for decades," and it was time for it to be addressed.

VIII. Other Matters:

President Pastides noted that program name change Master of Science with a major in Athletic Training, approved earlier in the meeting, was a result of the Department's response to the current economic climate. The Department and the College of Education looked at the impact and quality of the three concentrations in the Master of Science degree and decided that two of the degrees were not high-impact. The name change was a refocus and the Athletic Training program had high enrollment, produced good income, and was a top program in the Southeast. He commended Dr. French for her efforts and accomplishments.

Ms. Moore asked if the same methodology was used in the three other program name changes approved by the Committee earlier in the meeting, and Dr. Pastides responded yes, and noted that it was being used throughout the University.

IX. Adjournment:

Since there were no other matters to come before the Committee, Chairman Jones declared the meeting adjourned at 12:46 p.m.

Respectfully submitted,

Thomas L. Stepp
Secretary