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University of South Carolina

BOARD OF TRUSTEES

Ad Hoc Committee on Strategic Planning

March 2, 2009

The Ad Hoc Committee on Strategic Planning of the University of South Carolina Board of Trustees met on Monday, March 2, 2009, at 12:05 p.m. in Room 206B of the Osborne Administration Building.

Members present were: Mr. Mack I. Whittle, Jr., Chairman; Dr. C. Edward Floyd; Mr. William C. Hubbard; Ms. Darla D. Moore; Mr. John C. von Lehe, Jr.; Mr. Miles Loadholt, Board Chairman; and Mr. Samuel R. Foster II, Board Vice Chairman.

Others present were: President Harris Pastides; Secretary Thomas L. Stepp; Executive Vice President for Academic Affairs, Provost (Interim), and Vice President for Planning William T. Moore; Director of Institutional Assessment and Compliance and Assistant Provost Philip S. Moore; Vice President and Chief Financial Officer Richard W. Kelly; Vice President for Student Affairs and Vice Provost for Academic Support Dennis A. Pruitt; and Director of Media Relations and Interim Director of University Communications, Division of University Advancement, Margaret Lamb.

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

Chairman Whittle stated that notice of the meeting had been posted and the press notified as required by the Freedom of Information Act, and a quorum was present to conduct business.

Chairman Whittle advised that the purpose of this committee meeting was to review the current status of strategic planning at the University and to determine an agenda of topics to be presented at a Board of Trustees strategic planning retreat on March 8<sup>th</sup> and 9<sup>th</sup>. Current global financial issues had necessitated a realignment of University strategic plans relative to the recent budget cuts. He directed the attention of the Committee to the first agenda item and called on President Pastides.

I. Status Report and Future Planning for Focus Carolina: President Pastides initially commented that he was looking forward to this retreat because it would be his first opportunity to share more specific information about the University with the Board of Trustees; he stressed the importance of an open exchange of conversation and dialogue during this process as well as alignment among all participants so that plans could be fully executed following the retreat.

President Pastides reviewed the proposed itinerary for this retreat, which he considered the "retreat planning committee."

The opening session on Sunday afternoon was entitled "Vision for the Future." President Pastides would discuss his vision concepts for the University which he had subdivided into the following three components: quality; University statewide and national/global goals; and strategy.

He would also highlight the manner in which the University was addressing strategic planning by discussing in particular Focus Carolina - a comprehensive, system-wide strategic planning initiative. This effort involved the entire University family and the resulting plan would provide a strategic direction for the University.

Other strategic questions to be addressed would include: how to spend stimulus money; what programs will be eliminated; how to reorganize the University; development of new peer aspirant universities to help Carolina monitor and benchmark progress; and the University's presence in Greenville, Charleston and Florence. President Pastides would also talk about the formation of a national advisory group (a "beyond the horizon" group of "movers and shakers" in various fields who would offer advice to administrators about positioning the University).

Chairman Whittle asked that particular attention be paid toward a consistent University branding effort and the analysis process for determining the achievement of initiatives relative to moving the strategies forward.

The second section - "Transforming the University System I" - will cover longer range University goals and ambitions. He summarized those broad topics to be presented regarding expectations and goals as well as goals and resources.

Secretary Stepp advised that following these sessions which will be held in the 600 level (P1) area of Williams-Brice Stadium, there will be an Athletics Long Range Master Plan presentation in the Crews Auditorium.

On the following day, Dr. Ted Moore, who will lead the opening session, would talk about the specific ramifications of the strategic plan including metrics, dashboards and peer aspirants (how to implement the strategy). He would review the five previously established strategic goals: teaching & learning; research, scholarship & creative achievement; service excellence; quality of campus life; and recognition & visibility. Dr. Moore would also discuss the process underway for developing associated initiatives for each goal.

In addition, nine overarching and fundamental areas of concern would be closely reviewed and assessed. Included were academic program review and evaluation; USC System organization; health sciences; operating resources; capital resources; organizational structure; sizing the system; budget update group; and academic advisory council. Ultimately in several months, precise recommendations would be presented to the Board of

Trustees for consideration and approval regarding these broad topics (i.e., enrollment management, size of the University System, Carolina's role in economic development, quality, rankings, branding).

Mr. Hubbard expressed concern about the decreasing number of students living on campus and the potential loss of a sense of community as a result; he asked that the topic be "put on the table" as an important issue to be addressed.

Secretary Stepp noted that Board of Trustees goals generated under the leadership of Mr. Hubbard had been incorporated into these working documents. Dr. Moore advised that Focus Carolina, the current strategic planning engine, would be modified each year to address evolving resources and other pertinent factors.

Following Dr. Moore's presentation, Mr. Rick Kelly would discuss the budgetary requirements to implement the vision within the constraint of recent extensive state budget cuts (how to afford execution of the strategy). Included would be a discussion of the effect of these cuts year to date; insight about a direction for the remainder of the fiscal year; general ideas about addressing the possibility of additional reductions; and the effect of stimulus money within the overall University vision.

President Pastides would conclude with comments about a University capital campaign and raising resources beyond the federal government proposed Stimulus Bill. The Board would adjourn to a "working lunch" and anticipated comprehensive discussion.

Chairman Whittle stressed the importance of reviewing previous measures employed and tracking that information over a period of time; Dr. Moore indicated that a five year tracking time span was planned.

In conclusion, President Pastides commented that he and other University administrators were very enthusiastic about the retreat and emphasized that "there would be plenty of room for dialogue and feedback." He stressed the importance of frank and open discussions and a strong consensus about what the University will execute and how it will be measured to ensure optimum transparency between the administration and the Board of Trustees.

II. Adjournment: Since there were no other matters to come before the Ad Hoc Committee on Strategic Planning, Chairman Whittle declared the meeting adjourned at 1:10 p.m.

Respectfully submitted,

Thomas L. Stepp  
Secretary