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University of South Carolina
BOARD OF TRUSTEES

December 15, 2015

The University of South Carolina Board of Trustees met at 12:05 p.m. on Friday, December 15, 2015, in the Alumni Center boardroom.

Members present were: Mr. Eugene P. Warr Jr., Chairman; Mr. John C. von Lehe Jr., Vice Chairman; Mr. Chuck Allen; Mrs. Paula Harper Bethea; Mr. J. Egerton Burroughs; Mr. Mark W. Buyck Jr.; Mr. Thomas C. Cofield; Mr. A. C. "Bubba" Fennell III; Dr. C. Edward Floyd; Mr. William C. Hubbard; Mr. William W. Jones Jr.; Mr. Toney J. Lister; Mr. Miles Loadholt; Mr. Hubert F. Mobley; Ms. Leah B. Moody; Dr. C. Dorn Smith; Mr. Thad H. Westbrook; Mr. Mack I. Whittle Jr.; and Mr. Charles H. Williams. Mrs. Molly M. Spearman was absent.

Also present were faculty representative August E. "Augie" Grant and student representative Jonathan Kaufman.

Others present were: President Harris Pastides; Secretary Amy E. Stone; General Counsel Walter "Terry" H. Parham; Chief Operating Officer Edward L. Walton; Chief Financial Officer Leslie Brunelli; Provost Joan T. A. Gabel; Vice President for Student Affairs Dennis A. Pruitt; Vice President for Research Prakash Nagarkatti; Vice President for Development and Alumni Relations Jancy Houck; Vice President for Information Technology William F. Hogue; Vice President for Human Resources Chris Byrd; Vice President for Facilities and Transportation Derrick Huggins; School of Medicine Executive Dean and CEO Palmetto Health-USC Medical Group Les Hall; School of Medicine Associate Vice President for Business and Finance and Medical Business Affairs Jeff Perkins; School of Medicine Associate Dean for Medical Education and Academic Affairs Joshua T. Thornhill IV; School of Medicine Physician Assistant Program Director Amy Allen; Executive Director of Audit & Advisory Services Pam Doran; Chief Communications Officer Wes Hickman; Athletics Director Ray Tanner; Vice President for System Planning Mary Anne Fitzpatrick; Palmetto College Chancellor Susan Elkins; USC Aiken Chancellor Sandra Jordan; USC Beaufort Chancellor Al Panu; USC Upstate Chancellor Thomas Moore; Executive Director for the Office of Economic Engagement William D. "Bill" Kirkland; University Treasurer Pat Lardner; Director of Facilities Planning and Programming and University Architect Derek S. Gruner; Assistant Director, Facilities Design and Construction, Thomas Opal; Director of Academic Programs, Provost's

Office, Kristia Finnigan; Senior Associate Dean, College of Arts & Sciences, Robert Thunell; Director of School of Earth, Ocean and Environment, College of Arts & Sciences, Carol Boggs; Assistant Dean, College of Arts & Sciences, Mary Ann Byrnes; Sport and Entertainment Management Department Chair, College of Hospitality Retail and Sports Management, Matt Brown; Director of the Walker Institute of International and Area Studies Robert Cox; Director of Governmental and Community Relations and Legislative Liaison Shirley D. Mills; Chief of Staff, President's Office, J. Cantey Heath Jr.; Executive Vice Chancellor for Academic Affairs, USC Aiken, Jeff Priest; USC Trustee Emeritus William Bethea; Ann Loadholt, wife of Trustee Miles Loadholt; Cynthia Lister, wife of Trustee Toney Lister; University Technology Services Production Manager Matt Warthen; and Board staff members Debra Allen, Terri Saxon and Ina Wilson.

I. Call to Order

Chairman Warr called the meeting to order and 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; and a quorum was present to conduct business.

II. Welcome and Introductions

Following introductions, Mr. Hickman introduced members of the media in attendance: Andy Shain of *The State* and David Caraviello of *The Post and Courier*.

III. Invocation

Chairman Warr invited The Reverend Emily Hylden, Episcopal Campus Chaplain, to deliver the invocation.

Chairman Warr next called for a motion to enter Executive Session for personnel matters related to honorary academic titles, appointments with tenure and honorary degree nominations. Dr. Smith so moved and Ms. Moody seconded the motion. The vote was taken and the motion carried.

Chairman Warr invited the following persons to remain: President Pastides, Secretary Stone, the President's Executive Council, Dr. Grant, Mr. Kaufman and Ms. Doran.

EXECUTIVE SESSION

RETURN TO OPEN SESSION

IV. Approval of Minutes

The following 10 sets of minutes were presented for approval:

- A. Buildings and Grounds Committee, September 18, 2015
- B. Audit and Compliance Committee, October 16, 2015
- C. Executive Committee, October 16, 2015
- D. Board of Trustees, October 16, 2015
- E. Ad Hoc Committee on Strategic Planning, October 16, 2015
- F. Health Affairs Committee, November 20, 2015
- G. Called Executive Committee, November 20, 2015
- H. Student-Trustee Liaison Committee, November 20, 2015
- I. Buildings and Grounds Committee, November 20, 2015
- J. Called Board of Trustee, December 7, 2015

Chairman Warr stated that there were no additions, deletions or corrections to the minutes; therefore, they stood approved as provided for review on the Board Portal.

V. Committee Reports

- A. Ad Hoc Committee on Strategic Planning, October 16, 2015
(The Honorable Mack I. Whittle Jr. reported)

Mr. Whittle reported that the Ad Hoc Committee on Strategic Planning met on Friday, October 16, 2015, and received an update from President Pastides and Provost Gabel on strategic planning and the Academic Dashboard.

President Pastides told committee members that the University's five-year strategic plan would be focused, measurable, transparent and available to all. He described the vision for the future as the University's aspirational goals that would look 10 years out at what the University of South Carolina can be and what it will look like in 2026. However, 2026 is too far off to bring the specificity that is required for appropriate measurement and tracking. President Pastides said that what will be created is a 10-year vision, a five-year strategic plan, and a one-year action plan that can be reviewed annually.

Thus, the administration, working with Trustees, will detail in early 2016 what the University's measurable goals should be and what tactics or activities will help the University accomplish those goals. He described measurements to be performed at the level of tactics or activities. For example, if the University's goal is to improve undergraduate time to degree and one of the activities believed necessary to improve graduation rate is to improve advising, then the question becomes how you

effectively measure the quality of at the University. The tactics would be measureable, such as the number of advisors needed and hired and the ratio of the number of advisors to the number of students.

President Pastides explained to committee members that the University's goals are not going to be brand new; the administration is not reinventing or redesigning the University, but identifying goals that emanate from who the University states it is today. More importantly, once a template is crafted, it can be applied to campuses throughout the system, as well as adapted at the college level to develop achievable plans. Work has been underway on this effort and will be reported on in late January 2016.

In conjunction with this update to the strategic plan, Provost Gabel discussed how it impacted revisions to the Academic Dashboard. She noted that strategic planning is important for the University's future and for creating a mechanism for that future to have a path and structure that will show how the University is succeeding and where improvement is needed. Since arriving on campus, Provost Gabel and others at the University have been reviewing what peer and peer-aspirants are doing, while performing constant benchmarking and selectively adopting measurement tools to revise the Academic Dashboard. Thus, the dashboard is evolving in a nuanced way as new measures are added and past measures are retained and categorized to better determine what they reveal about the University. The resulting information will allow the administration to make good choices about strategies and the allocation of resources to successfully get things done on campus. Originally, the academic dashboard contained eight measures. That number has grown to thirteen, which is a tentative number as revision of the dashboard continues.

B. Student-Trustee Liaison Committee, November 20, 2015
(The Honorable A.C. "Bubba" Fennell reported)

Mr. Fennell reported that the Student-Trustee Liaison Committee met on November 20, 2015. He noted that last year, the committee began operating under a different format in hopes of continuing to provide an even more meaningful experience for student government leaders. Recognizing that topics of interest varied from campus to campus, he said that separate meetings are now scheduled for the four-year and the two-year campuses.

At the committee's November meeting, the presidents of the Student Government Associations (SGA) of the University's four-year campuses (USC Aiken, USC Beaufort, USC Columbia and USC Upstate) participated in a panel discussion related to topics of interest on their campuses. The SGA presidents joined the committee around the board table while other SGA officers and advisors observed

from the gallery. In advance of the meeting, SGA presidents were asked to submit topics for the panel discussion and the committee appreciated the overwhelming response to its request. Topics discussed included:

- The impact of social media on college students
- Ways to better coordinate lobbying efforts by students from different campuses
- Ways to promote civic engagement within local communities
- How to conduct joint leadership trainings with student leaders
- Effective mentor programs
- Ways to increase campus safety
- Campus sustainability
- Mental health on a college campus.

Prior to the panel discussion, USC Columbia Graduate Student Association (GSA) President Andrew Fogner gave an informative report on the association. He said that his foremost objective this year had been to improve graduate student life on campus. Although graduate students are a relatively understated group, they make up a quarter of the student population and should be well represented in all University initiatives.

A major challenge last year he said, was the lack of inclusion for graduate students on campus. Over the past year, with the support of the administration and the Board of Trustees, incredible strides were made, such as campus offices being more responsive to graduate students and more graduate students being included on University committees.

Mr. Fogner said that Provost Gabel created a Blue Ribbon Committee to generate a five-year strategic plan for The Graduate School that considers trends in higher education, and benchmarks USC relative to peer institutions in the hopes of better serving USC's 6,500 graduate students. The plan will cover five areas – student life, financial support, interdisciplinary and collaborative work, master's level education, and doctoral level education. The committee includes student representatives who make up one-third of the committee. He said that Dr. Lacy Ford and Dr. Jessica Elfenbein were valuable assets, providing feedback and helping the GSA implement ideas.

Mr. Fogner said there needed to be an appreciation of the diversity of graduate students on campus. The graduate student population is made up of parents, partners, families and students from all areas of life. The GSA established intercultural training with International Services to improve graduate student life

for the University's large percentage of international students. The GSA cabinet consists of diversity, international, and veteran affairs liaisons to address a variety of topics on campus.

Mr. Fogner said that the GSA was excited about the progress it had made over the past year and it would continue to rely on the administration and Board's support to create an optimal learning environment that supports graduate students to achieve graduate-level academic and research goals.

Mr. Fogner concluded by thanking the Board for inviting him to speak on behalf of the graduate and professional students.

Mr. Fennell concluded his report, noting that on Friday, April 22, 2015, the SGA presidents of the University's two-year campuses (Lancaster, Salkehatchie, Sumter and Union) would be invited for a panel discussion.

C. Buildings and Grounds Committee, November 20, 2015
(The Honorable William W. Jones Jr. reported)

Mr. Jones reported that the Buildings and Grounds Committee met on November 20, 2015, and the following items required Board approval. First, he asked Secretary Stone to read this statement: "The University hereby declares its official intent, pursuant to Federal Regulations, to reimburse itself from the amounts of proceeds of the tax-exempt bond issue."

1. Project Approvals

a. Phase I Approvals

i. Classroom/Laboratory Redevelopment

On behalf of the Buildings and Grounds Committee, Mr. Jones moved to establish this project with a budget of \$3,500,000 to be funded by the Capital Reserve Funds of the FY15 Appropriations Act. Only a portion of this budget will be expended for initial design. Mr. Williams seconded the motion. The vote was taken and the motion passed.

ii. Football Operations Facility Construction

On behalf of the Buildings and Grounds Committee, Mr. Jones moved to establish this project for Phase I design with a budget of \$1,000,000 to be funded with Athletic Operating Funds. Mr. Westbrook seconded the motion. The vote was taken and the motion passed.

iii. Close-Hipp Renovation

On behalf of the Buildings and Grounds Committee, Mr. Jones moved to establish this project for Phase I design with a budget of \$220,500 to be funded with

Institutional Capital Improvement Funds. Ms. Moody seconded the motion. The vote was taken and the motion passed.

iv. South Caroliniana Library Renovation

On behalf of the Buildings and Grounds Committee, Mr. Jones moved to establish this project with a budget of \$5,000,000 to be funded by the Capital Reserve Funds of the FY15 Appropriations Act. Only a portion of this budget will be expended for initial design. Mr. Lister seconded the motion. The vote was taken and the motion passed.

b. Phase II Approval: USC Beaufort Hilton Head Island Hospitality Management Facility Construction/Land Acquisition

On behalf of the Buildings and Grounds Committee, Mr. Jones moved to recommend full Board approval to fund Phase II design and construction and acquire the land for a total project budget of \$24,500,000 funded with \$22,000,000 from the Town of Hilton Head Island, \$1,500,000 from the Beaufort-Jasper Higher Education Commission, and \$1,000,000 in Private Funds. Mr. Fennell seconded the motion. The vote was taken and the motion passed.

c. Other Approvals

i. FY 2015-2016 State Funded Capital Projects

On behalf of the Buildings and Grounds Committee, Mr. Jones moved to recommend full Board approval for the following maintenance and repair projects with “not to exceed” budgets and funding sources. After reading of the following projects, Mr. Westbrook seconded the motion. The vote was taken and the motion passed.

USC Columbia 2015-16 Maintenance Needs – \$3,142,068

\$599,132	SC Education Lottery Funds
\$971,902	Energy Efficiency Repair and Related Maintenance
\$1,571,034	USC Columbia ICPF

USC School of Medicine 2015-16 Maintenance Needs – \$250,000

\$81,699.79	SC Education Lottery Funds
\$168,300.21	School of Medicine ICPF

USC Aiken 2015-16 Maintenance Needs – \$888,210

\$42,375.42	SC Education Lottery Funds
\$342,807	Capital Reserve Fund
\$58,922	Energy Efficiency Repair and Related Maintenance
\$200,000	USC Aiken ICPF
\$244,105.58	USC Aiken Institutional Funds

USC Upstate 2015-16 Maintenance Needs – \$1,230,565

\$56,500.56	SC Education Lottery Funds
\$476,624	Capital Reserve Fund
\$82,157	Energy Efficiency Repair and Related Maintenance
\$615,283.44	USC Upstate E&G Maintenance Reserve

USC Beaufort 2015-16 Maintenance Needs – \$1,065,000

\$16,950.17	SC Education Lottery Funds
\$142,154	Capital Reserve Funds
\$23,779	Energy Efficiency Repair and Related Maintenance
\$257,116.83	USC Beaufort E&G Maintenance Reserve
\$500,000	Institutional Funds
\$125,000	City of Beaufort (ATax)

USC Lancaster 2015-16 Maintenance Needs – \$300,000

\$11,300.11	SC Education Lottery Funds
\$138,699.89	Capital Reserve Funds
\$21,263	USC Lancaster ICPF
\$103,763	USC Lancaster E&G Maintenance Reserve
\$24,974	USC Lancaster Institutional Funds

ii. 2016 Classroom Enhancements at 300 Main Street

On behalf of the Buildings and Grounds Committee, Mr. Jones moved to recommend full Board approval to establish and fully fund this project with a budget of \$410,000 to be funded with \$246,000 of Institutional Capital Project Funds and \$164,000 of Institutional Funds. Mr. Buyck seconded the motion. The vote was taken and the motion passed.

iii. South Quadrangle Flooring Replacement

On behalf of the Buildings and Grounds Committee, Mr. Jones moved to recommend full Board approval to establish and fully fund this project with a budget of \$875,000 to be funded with Housing Maintenance Reserve Funds. Ms. Bethea seconded the motion. The vote was taken and the motion passed.

iv. Film Towers Installation at the Outdoor Practice Fields

On behalf of the Buildings and Grounds Committee, Mr. Jones moved to recommend full Board approval to establish and fully fund this project with a budget of \$350,000 to be funded with Athletic Operating Funds. Mr. Allen seconded the motion. The vote was taken and the motion passed.

v. Gamecock Park (Bojangles) Site Development

On behalf of the Buildings and Grounds Committee, Mr. Jones moved to recommend full Board approval to establish and fully fund this project with a budget of \$800,000 to be funded with Athletic Operating Funds.

Mr. Tanner responded to a question from Dr. Floyd about the revenue projected for the parking spaces, noting that the site would provide parking and other “full-service” amenities such as providing a complete tailgate setup. He confirmed that it would be in place by the 2016 season. In response to questions from Mr. Williams, Mr. Gruner said the cost included testing and fees associated with development of the site. Mr. Hubbard added that the Design Review Committee also would be reviewing the project as it goes forward. Mr. Gruner said he could provide an update at the February meeting, including a cost breakdown as requested by Mr. Whittle. Mr. Gruner also said that prior to the February meeting, he could distribute to Trustees the schematic drawings that were presented at the November 2015 meeting of the Buildings and Grounds Committee.

Mr. Warr clarified that the expectation was to move forward with a vote on the committee motion in order to keep the project on schedule if it was determined that this was the best use of the site.

Mr. von Lehe seconded the motion. The vote was taken and the motion passed.

vi. School of Medicine Biomedical Production Studio

On behalf of the Buildings and Grounds Committee, Mr. Jones moved to recommend full Board approval to establish and fully fund this project with a budget of \$675,000 to be funded with \$400,000 in Grant Funds, \$238,445 in Private Funds and \$36,555 in School of Medicine Institutional Capital Project Funds. Mr. Cofield seconded the motion. The vote was taken and the motion passed.

vii. USC Sumter Science Building Renovation

On behalf of the Buildings and Grounds Committee, Mr. Jones moved to recommend full Board approval to establish and fully fund this project with a budget of \$500,000 to be funded with State Appropriations of Proviso 118.14 of the FY16 Appropriations Act.

Dr. Smith seconded the motion and asked if it was enough funding to improve the status of the labs. Mr. Gruner said this project would not cover everything that the campus would like to accomplish, but that the funding came from a State Proviso. The funding primarily would need to focus on electrical and mechanical upgrades, he said, noting that this was a first phase in needed renovations that would result

in a study identifying the extent of what was required. Following the study, he confirmed that he could provide Dr. Smith with an estimate of what it would cost to fully renovate the laboratories in this building.

The vote was taken and the motion passed.

2. Gift Naming Opportunities

On behalf of the Buildings and Grounds Committee, Mr. Jones moved approval of the following gift namings as recommended by the Gift Naming Opportunities Committee and distributed in the Board materials. After reading of the following gift namings, Mr. Cofield seconded the motion. The vote was taken and the motion passed.

- Athletics: “The Jerri and Steve Spurrier Indoor Practice Facility”
- College of Information and Communications: “The Humpy Wheeler Office”
- Darla Moore School of Business: “The Hipp Grand Staircase”

3. Building Name, USC Upstate

On behalf of the Buildings and Grounds Committee, Mr. Jones moved to recommend that the full Board approve the longstanding name of “The Burroughs Building” on the USC Upstate Campus as described in the Board materials. Mr. Lister seconded the motion. The vote was taken and the motion passed.

D. Health Affairs Committee, November 20, 2015
(The Honorable Hubert F. Mobley reported)

Mr. Mobley reported that the Health Affairs Committee met at 10 a.m. on Friday, November 20, 2015, in the 1600 Hampton Street Board Room and had one item to bring forward for approval.

On behalf of the Health Affairs Committee, Mr. Mobley moved approval of the Affiliation Agreement for Medical Student Education and Graduate Medical Education between the University of South Carolina and Palmetto Health, as described in the materials posted on the Board Portal for this meeting. Mr. Loadholt seconded the motion. The vote was taken and the motion passed.

Mr. Mobley reported that the committee also received informational updates at its November meeting from the College of Social Work, the Arnold School of Public Health, the School of Medicine Columbia and the School of Medicine Greenville.

E. Audit and Compliance Committee, December 15, 2015
(The Honorable C. Dorn Smith reported)

Dr. Smith reported that the Audit and Compliance Committee met earlier in the day and received reports on the following items.

External Audits – Prepared and Presented by Elliott Davis Decosimo

- **Fiscal Year 2015 Innovista Garages (Discovery and Horizon):** Elliott Davis Decosimo audited the financial statements of the Horizon and Discovery garages to present the financial position and cash flow of the business-type activities of the University that were attributable to the transactions of these two garages. This separate engagement is required by the loan related to the development of these facilities. The two garages are not part of the University's parking operation and the debt for the Discovery garage is serviced by the revenue from both facilities. As of the 2015 fiscal year, the University continues the subsidy of the garages, although the deficit was dramatically reduced due to the opening of the Darla Moore School of Business. Future plans to resolve the deficit will require rate increases and plans are developing to bring these garages into the full parking operation.

- **Fiscal Year 2015 System Campus Financial Statements:** As required for accreditation, Elliott Davis Decosimo audited the financial statements for the USC Columbia campus along with the four regional campuses, and separately audited USC Aiken, USC Beaufort and USC Upstate. The combined system financial statement was presented to the Audit and Compliance Committee earlier in the day.

- **Darla Moore School of Business Professional MBA Engagement:** The State of North Carolina requires that any higher education institution doing business in North Carolina provide evidence of a guaranty tuition bond equivalent to the amount of tuition paid by the state's residents. This requirement is necessary for the Darla Moore School of Business Professional Master of Business Administration Program. Elliott Davis Decosimo affirmed that the bond was sufficient.

- **North Carolina Intern Engagement:** Similar to the above requirement by the State of North Carolina, the University must have in place a guaranty tuition bond to cover any experiential learning courses offered in North Carolina. This is a new requirement for the 2015 year. Elliott Davis Decosimo determined that the bond in place was sufficient.

- **Fiscal Year 2015 USC Columbia and USC Upstate Athletics Agreed Upon Procedures:** The NCAA Bylaws require that certain financial procedures be performed related to the Athletics Departments for USC Columbia and USC Upstate. Elliott Davis Decosimo tested various financial entries that include revenues, expenditures and transfers; reviewed student activity fees, contributions, and third-party support; and evaluated contractual arrangements. No exceptions were found as a result of these

procedures. The Athletics Department reconciles the Statement of Revenues, Expenses and Transfers back to the University Financial Statements.

Internal Audits – Presented by Pam Doran

- **Banner Student Information System Post-Implementation Review:** The Executive Director of Audit & Advisory Services, Ms. Doran discussed the approach for auditing new system implementations consisting of pre- and post-implementation reviews and the purpose of these reviews. She indicated that a pre-implementation review was not performed for the new Banner Student Information System since it had been implemented prior to her tenure and an IT internal audit function. There were seven findings in the Banner Post-Implementation Review recommending procedures to strengthen the project management process used in future system implementations, and improvements to functional and technical components of the Banner system. Efforts were underway to address the concerns in the report.

- **Time and Effort Reporting:** The audit primarily focused on the accuracy, timeliness and completeness of the certification process for calendar year 2014. With the exception of findings related to training and Human Resources/Payroll processes that impact the time and effort reports, the risk-based audit determined that Contract Grant and Accounting was properly managing, in all material aspects, the time and effort reporting process within the scope of the review in accordance with federal and state regulations and University and departmental policies and procedures. None of the errors noted in the audit were material to the financial statements. Efforts were underway to address the concerns in the findings.

- **English Programs for Internationals Internal Control Report:** The report addressed opportunities to strengthen policies related to purchasing and travel reimbursement. Efforts were underway to address the concerns in the findings.

- **Tracking Report:** Out of the 26 findings noted, 11 were new as of this meeting and four have been implemented. The remaining 11 findings in the Student Health Services – HIPPA Security Assessment, Capital Project Management, Capital Debt Management, and CMAT Internal Control Review, were on track for completion. Some of the delays in implementation are due to stabilization efforts in implementing the new financial system.

Also in the meeting, Dr. Hogue provided an update on OneCarolina.

F. Academic Affairs and Faculty Liaison Committee, December 15, 2015
(The Honorable Thad Westbrook reported)

1. Personnel Matters

a. Honorary Academic Titles

Four requests for honorary academic titles were posted on the Board Portal with the materials for this meeting. On behalf of the Academic Affairs and Faculty Liaison Committee, Mr. Westbrook moved approval of the following academic titles effective with the retirement of the individual cited. Mrs. Bethea seconded the motion. The vote was taken and the motion passed.

- For the title Professor Emeritus:
James Augustine
- For the title Distinguished Professor Emerita:
Diane Daane
- For the title Distinguished Clinical Professor Emerita:
Nancy A. Richeson, M.D.
- For the title Distinguished Clinical Professor Emeritus:
Norman Pedigo

b. Mid-Year Tenure and Promotion Recommendations

On behalf of the Academic Affairs and Faculty Liaison Committee, Mr. Westbrook moved approval of the following tenure and promotion recommendations, effective January 1, 2016. Mr. Mobley seconded the motion. The vote was taken and the motion passed.

- Promotion to Professor:
Linda Shimizu, Chemistry and Biochemistry
Nina Levine, English
Edward Madden, English
Wanda Hendricks, History
Alexander Beecroft, Languages, Literatures, and Cultures
Michael Stoeltzner, Philosophy
Thomas Crawford, Physics and Astronomy
Steffen Strauch, Physics and Astronomy
David Voros, Visual Art and Design
Xiaofeng (Steven) Liu, Educational Studies
Esmail Jabbari, Chemical Engineering
Juan Caicedo, Civil and Environmental Engineering
Travis Knight, Mechanical Engineering
Kendra Albright, School of Library and Information Science
Omrane Guedhami, International Business
Gerald McDermott, International Business

Lawrence Reagan, Pharmacology, Physiology, and Neuroscience

James Ackley, School of Music

- Tenure and Promotion to Associate Professor:

Fabio Matta, Civil and Environmental Engineering

Fang Meng, Hotel, Restaurant, and Tourism Management

2. New Center, USC Columbia: McNair Institute

On behalf of the Academic Affairs and Faculty Liaison Committee, Mr.

Westbrook moved approval of the new McNair Institute at USC Columbia. The Institute is a collaboration among the Darla Moore School of Business, the College of Arts & Sciences, the Arnold School of Public Health and the College of Social Work. Mr. Jones seconded the motion. The vote was taken and the motion passed.

3. Change in Academic Unit, USC Columbia: School of Earth, Ocean and Environment, College of Arts and Sciences, USC Columbia

On behalf of the Academic Affairs and Faculty Liaison Committee,

Mr. Westbrook moved approval of the requested change to establish the School of Earth, Ocean and Environment, in the College of Arts and Sciences, as a tenure home. Mr. Loadholt seconded the motion. The vote was taken and the motion passed.

4. New Programs, USC Columbia

a. Bachelor of Arts, Global Studies, College of Arts and Sciences

b. Graduate Certificate in Global Strategy, Darla Moore School of Business

c. Graduate Certificate in International Finance, Darla Moore School of Business

d. Graduate Certificate in Railway Engineering, College of Engineering and Computing

e. Masters of Science in Physician Assistant Studies, USC School of Medicine

On behalf of the Academic Affairs and Faculty Liaison Committee,

Mr. Westbrook moved approval of the following five new programs at USC Columbia: Bachelor of Arts, Global Studies, College of Arts and Sciences; Graduate Certificate in Global Strategy, Darla Moore School of Business; Graduate Certificate in International Finance, Darla Moore School of Business; Graduate Certificate in Railway Engineering, College of Engineering and Computing and Master of Science in Physician Assistant Studies, USC School of Medicine Columbia. Mr. Williams seconded the motion. The vote was taken and the motion passed.

5. Program Termination, USC Columbia: Graduate Certificate in Visual Anthropology, College of Arts and Sciences

On behalf of the Academic Affairs and Faculty Liaison Committee,

Mr. Westbrook moved approval to terminate the Graduate Certificate in Visual Anthropology, in the

College of Arts and Sciences at USC Columbia. Mr. Fennell seconded the motion. The vote was taken and the motion passed.

6. Program Name Change, USC Aiken: Bachelor of Arts in Communications to Bachelor of Arts in Communication

On behalf of the Academic Affairs and Faculty Liaison Committee,

Mr. Westbrook moved to approve the program name change from Bachelor of Arts in Communications to Bachelor of Arts in Communication at USC Aiken. Mr. Loadholt seconded the motion. The vote was taken and the motion passed.

Mr. Westbrook reported that the committee also received an update on the annual follow-up reports for the new programs previously reported on in the September meeting.

G. Executive Committee, December 15, 2015
(The Honorable Eugene P. Warr Jr. reported)

The Comprehensive Annual Financial Report for the year ended June 30, 2015, was presented during the Executive Committee meeting earlier in the day. The report also was made available for review by all Trustees on the Board Portal. The committee approved a second amendment to an agreement between the University and the Greenville Health System (GHS) that extends the term of the agreement for one year, through December 31, 2016. Under the agreement, GHS will contribute \$380,000 during the calendar year. These funds will be used by the South Carolina College of Pharmacy to reimburse GHS for expenses incurred in administering the University's didactic and clinical education program for pharmacy students at that location.

The Executive Committee also approved three contracts for recommendation to the full Board for action. These were:

1. S.C. Department of Social Services

On behalf of the Executive Committee, Chairman Warr moved approval of a contract, renewable through October 31, 2020, for University Technology Services to provide independent verification and validation services to the S.C. Department of Social Services in support of the development of the S.C. Child Enforcement System Project at a cost of \$907,000 in year one, with a total

five-year contract value of \$4,450,000. Mr. Westbrook seconded the motion. The vote was taken and the motion passed.

2. Darla Moore School of Business Lease, Charlotte, N.C.

On behalf of the Executive Committee, Chairman Warr moved approval of a lease with Cim Urban Reit Properties VIII, LP, a Delaware limited partnership, for 4,963-square-feet of space at 200 South College Street in Charlotte, North Carolina, on behalf of the Darla Moore School of Business. DMSB will use the space for its Professional MBA program that enrolled 192 students this fall. The base rate for the 124-month lease will total \$965,118.33 and the business school will pay \$41,441.05 annually for operational costs that include electric, janitorial and security services, taxes, insurance, and common area maintenance. Garage parking will be made available at an additional cost. The PMBA has been offered in the Charlotte area since 2007. Mr. Fennell seconded the motion. The vote was taken and the motion passed.

3. Palmetto Health Richland Pharmacy

On behalf of the Executive Committee, Chairman Warr moved approval of a five-year agreement with Palmetto Health Richland under which the Columbia Campus College of Pharmacy will make available to Palmetto Health Richland nine full-time pharmacy faculty members to provide pharmacy consultation services to physicians and other health care professionals in the hospital. In exchange for receiving these pharmacy consultation services, Palmetto Health Richland will pay the College of Pharmacy \$27,000 annually for each of eight faculty serving as clinical pharmacists and \$40,000 annually for one faculty member serving as a hospital pharmacist. Palmetto Health Richland also will continue to allow University pharmacy students to receive education and training and clinical opportunities at Palmetto Health Richland. The term of the agreement is from January 1, 2016, to December 31, 2020. Mr. von Lehe seconded the motion. The vote was taken and the motion passed.

VI. Board of Visitors' Appointment

Chairman Warr moved approval of President Pastides nomination of Mr. O. Wayne Corley, an attorney with the McNair Law Firm in Columbia, as a Presidential Appointee to serve on the Board of Visitors for a three-year term to begin immediately and to end on August 31, 2018. Mr. Corley graduated from USC in 1965 and from the USC School of Law in 1968. Mr. Westbrook seconded the motion. The vote was taken and the motion passed.

VII. Report of the Alumni Association

Chairman Warr called on Mrs. Bethea who observed that she did not need to speak for the

Alumni Association building, because the building speaks for itself. Ms. Bethea said she hoped her fellow Trustees were as happy to be attending their first meeting at the new center, as the Alumni Association was to be hosting the meeting. With Alumni Association Executive Director Jack Claypoole by her side, she continued:

In all real ways, this building is a home. It is a home for our students, a home for our alumni, and now it is a permanent home for our Board. You all deserve this. You've waited a long time and we are thrilled to have you in our building.

In the search for what will define us today and tomorrow; and in the great floods of two months ago, we found exactly what we were supposed to do. That is to serve. Serve our students, serve our University, serve our alumni, serve our community, and serve the greater good. This building in which we sit now became headquarters for the distribution of water for our campus and for our larger community. In that service, we found for ourselves the definition for who we are.

Each and every day we struggle to find new ways to become the best partner we can for our University. As I have said before, I stand on the shoulders of the people who have come before me. My name is a place card and on June 30 that will move and the next person will come in. In our room today, we have former presidents of our Alumni Association. We have Mark Buyck, Mack Whittle, Amy Stone, Bill Bethea, Lee Bussell, and Bubba Fennell. Each of these people in their service to this University have helped make today possible. Our staff is truly remarkable. As my everyday partners over the last year and a half, I've had Jack Claypoole, Ed Walton, and Lee Bussell. There is one person who has really gone above and beyond to get us ready for today, Kevin Grindstaff. He literally has been the person every single day at this building who has made sure it is right for the 20,000 people we've already had through this building since the first day of September, but most particularly for you here today.

She thanked Mr. Grindstaff and continued on to note that the Alumni Association is a component unit of the University. She said that while the Alumni Association serves, it is not a financial drain on the University but to the contrary, it finds ways to support and underpin the finances of the University. To underscore her comment, she reminded Trustees that the new Alumni Center is funded totally by private dollars. She recognized Trustee Floyd and his family for their gift, as a result of which the boardroom will bear their name. Others are joining the Floyds every day and there remain naming opportunities for those who would like to make a gift. Concluding, Mrs. Bethea said she and Mr. Claypoole would like to thank President Pastides who has been a huge and constant supporter of the new Alumni Center.

President Pastides then recognized the work of Mrs. Bethea in making the new Alumni Center a reality.

VIII. Report of the President

Chairman Warr called on President Pastides who said his remarks would be brief since much

of what he had been going to say was about the new building that he calls “our spirit house.” President Pastides continued, recalling the previous day’s commencement ceremony at which Walter Edgar received an honorary degree and at which the Honorable Joe Riley talked in a way about the new Alumni Center when he said if you “can’t do it with excellence, don’t do it.”

President Pastides also recalled distinguished professor and piano virtuoso Marina Lomazov who spoke at the doctoral hooding ceremony. He reminded the Board about how important the University’s doctoral production was. The University, he said, is by far the largest doctoral granting University in the state, which is benchmarked against the best universities in the Carnegie I designation. USC graduates approximately 350 PhDs a year and had 93 participate in the December doctoral hooding ceremony. System wide, the University graduated 2,668 students in the previous day’s ceremony. Since he became President, the University has graduated roughly 71,175 students.

He laughingly noted that the total number of football coaches had increased by one during his presidency. President Pastides went on to inform Trustees that as of December 7, freshmen applications were up, which was remarkable, given the loss of 1,000 campus visits because of the flood. The quality of the applicant pool also has improved. He reminded that the University had been recognized by the Education Trust as a national leader for improving graduation rates for minority students. The University now ranks in the top five of all flagship universities in the nation for closing the graduation gap between minority and non-minority students.

With wishes for a happy holiday season, President Pastides concluded his report.

IX. Other Matters

Chairman Warr announced the reappointment of Dr. C. Edward Floyd and Dr. C. Dorn Smith to the Joint Board Liaison Committee with the Greenville Health System.

Responding to a request for any other matters, Mr. Mobley requested an Executive Session for legal advice. President Pastides and Mr. Parham were asked to remain with Trustees for the Executive Session. Dr. Floyd seconded the motion. The vote was taken and the motion passed.

EXECUTIVE SESSION

RETURN TO OPEN SESSION

X. Adjournment

There being no other matters to come before the committee, Chairman Warr declared the meeting adjourned at 1:45 p.m.

Respectfully submitted,

Amy E. Stone
Secretary