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University of South Carolina
BOARD OF TRUSTEES

Academic Affairs and Faculty Liaison Committee

December 15, 2015

The Academic Affairs and Faculty Liaison Committee of the University of South Carolina Board of Trustees met at 9:00 a.m. on December 15, 2015, in the Alumni Center Boardroom in Columbia.

Members present were: Mr. Thad H. Westbrook, Chairman; Ms. Paula Harper Bethea; Mr. Mark W. Buyck Jr.; Mr. Thomas C. Cofield; Mr. A.C. "Bubba" Fennell; Mr. William W. Jones Jr.; Mr. Hubert F. Mobley; Mr. Mack I. Whittle Jr.; Mr. John C. von Lehe Jr., Board Vice Chairman; and Mr. Eugene P. Warr Jr., Board Chairman.

Other Board members present were: Mr. Toney J. Lister; J. Egerton Burroughs; Dr. C. Edward Floyd; Mr. William C. Hubbard; Mr. Miles Loadholt; Ms. Leah B. Moody; Dr. C. Dorn Smith; and Mr. Charles H. Williams.

Faculty Liaison Committee representatives present were: Faculty Senate Chair August E. "Augie" Grant; Faculty Welfare Committee Co-Chair Christian Anderson; and Faculty Advisory Committee Co-Chair Eva Monsma.

Also present was student representative Jonathan Kaufman.

Others present were: President Harris Pastides; Secretary Amy E. Stone; General Counsel Walter "Terry" H. Parham; Provost Joan Gabel; Chief Operating Officer Edward L. Walton; Chief Financial Officer Leslie Brunelli; Chief Communications Officer Wes Hickman; Athletics Director Ray Tanner; Vice President for Student Affairs Dennis A. Pruitt; Vice President for Information Technology William F. Hogue; Vice President for Facilities and Transportation Derrick E. Huggins; Vice President for Research Prakash Nagarkatti; Vice President for System Planning Mary Anne Fitzpatrick; Vice President for Human Resources Chris Byrd; Senior Vice Provost and Dean of Graduate Studies Lacy Ford; Palmetto College Chancellor Susan Elkins; USC Upstate Chancellor Tom Moore; USC Beaufort Chancellor Al Panu; USC Aiken Chancellor Sandra Jordan; University Treasurer Patrick Lardner; Chief of Staff, President's Office, J. Cantey Heath Jr.; Executive Assistant to the President for Equal Opportunity Programs Bobby D. Gist; Executive Director of Audit & Advisory Services Pam Doran; Darla Moore School of Business Dean

Peter Brews; 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; USC Aiken Executive Vice Chancellor for Academic Affairs Jeff Priest; Executive Director of Economic Engagement Bill Kirkland; Director of Academic Programs, Provost's Office, Kristia Finnigan; Brian Klaas, Senior Associate Dean for Research and Academics, Darla Moore School of Business; Manton Matthews, Chair of Computer Science and Engineering, College of Engineering and Computing; Dimitris Rizos, Associate Chair of Civil and Environmental Engineering, College of Engineering and Computing; Melissa Moss, Director of Biomedical Engineering, College of Engineering and Computing; Robert Thunell, Senior Associate Dean, College of Arts & Sciences; Carol Boggs, Director of School of Earth, Ocean and Environment, College of Arts & Sciences; Mary Ann Byrnes, Assistant Dean, College of Arts & Sciences; Matt Brown, Sport and Entertainment Management Department Chair, College of Hospitality Retail and Sports Management; Bob Heere, Sport and Entertainment Ph.D. Program Director, College of Hospitality Retail and Sports Management; Warren J. Carson, Senior Associate Vice Chancellor for Academic Affairs, USC Upstate; Robert H. Cox Jr., Director of the Walker Institute of International and Area Studies; Tarek Shazly, Graduate Director of the Biomedical Engineering Program, College of Engineering and Computing; Lee Bussell, a former President of the My Carolina Alumni Association; My Carolina Alumni Association Executive Director Jack W. Claypoole; My Carolina Alumni Association Senior Director of Operations Kevin Grindstaff; University Technology Services Production Manager Matt Warthen; and Board staff members Debra Allen, Terri Saxon and Ina Wilson.

I. Call to Order

Chairman Westbrook called the meeting to order and invited committee members to introduce themselves. He 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. Mr. Hickman informed the committee that Andy Shane with *The State* was in attendance.

Chairman Westbrook said that there were personnel matters associated with honorary academic titles, appointments with tenure, and honorary degree nominations appropriate for Executive Session. Mr. Mobley moved to enter Executive Session and Ms. Bethea seconded the motion. The vote was taken and the motion carried.

The following individuals were invited to remain: Trustees, President Pastides, Secretary Stone, Members of the President's Executive Council, Faculty Liaison Members, Ms. Doran and Mr. Kaufman.

EXECUTIVE SESSION

RETURN TO OPEN SESSION

- II. New Center: McNair Institute, USC Columbia
(Collaboration between the Moore School of Business, College of Arts & Sciences, Arnold School of Public Health, and College of Social Work)

Provost Gabel introduced Dean Peter Brews, inaugural chairman of the new McNair Institute. Dean Brews said that the concept behind the McNair Institute was to educate students about the macro trends in contemporary America, in order to better prepare them for the challenges they would encounter after graduation. A key initiative of the institute would be to support the creation of a three-credit, interdisciplinary undergraduate course, to be team-taught by affiliated faculty. Each year, the course would conclude with a Capstone Conference bringing leading experts from around the country to the University to speak with students completing the course about a trending issue. He said that the institute would be governed by an advisory board with a rotating chairmanship. A faculty director would be hired to manage institute activities and the Capstone Conference. He emphasized that this was not only a business school program but rather a university-wide program engaging many areas across campus.

The institute proposal was made possible through an \$8 million gift from Robert and Janice McNair. President Pastides commented that the donors were very excited about establishing the McNair Institute and would be closely involved. One motivation behind funding this institute was the experience that students at the university did not understand the basic tenets of the American economy and the McNairs wanted to actively foster that knowledge.

Trustee Cofield asked about the Faber Entrepreneurship Center and how it was different from the proposed institute. Dean Brews answered that the main focus of the McNair Institute was at the macro level, although some time would be dedicated to the microeconomics of entrepreneurship, free enterprise, innovation and competitiveness as well. Trustee von Lehe said he would like to see more details on the finances of how the monies were coming in and being allocated, when available.

Chairman Westbrook called for a motion to recommend approval by the full Board of the new McNair Institute at USC Columbia. Mr. Fennell so moved and Ms. Bethea seconded the motion. The vote was taken and the motion carried.

III. Change in Academic Unit: Establish the School of Earth, Ocean and Environment as a Tenure Home, College of Arts and Sciences, USC Columbia

Provost Gabel said the request to approve the school's ability to grant tenure had been in discussion for a number of years. This change would allow tenure-track faculty to be hired directly into the Marine Science and Environment and Sustainability program areas. In addition, this would also enhance the University's national reputation in the environmental area, both for study as well as teaching. Similar schools have been created at Duke University, Stanford, and University of Washington.

In response to a question regarding cost, Provost Gabel answered that the structure, as proposed, should not incur additional costs as the work load and instruction in the constituent programs would remain the same.

Chairman Westbrook called for a motion to recommend approval by the full Board to establish the School of Earth, Ocean and Environment as a tenure home. Mr. Jones so moved and Ms. Bethea seconded the motion. The vote was taken and the motion carried.

IV. New Programs – USC Columbia

Provost Gabel presented the following five new programs for consideration:

A. Bachelor of Arts, Global Studies, College of Arts & Sciences

Provost Gabel reported that in October, the Board approved a new administrative structure called "Global Studies Program" in order to bring all area studies majors and minors under one umbrella. She said that today's program proposal would consolidate the existing area studies Bachelor of Arts (BA) degrees within that structure to create a single BA degree with different area emphases. Creating the new program would bring the University into compliance with the S. C. Commission of Higher Education (CHE), which required that smaller programs be merged into a single program with larger combined enrollments, whenever possible.

She pointed out that as an interdisciplinary degree, drawing upon existing courses and using existing faculty from a number of departments, the program costs would be primarily administrative. Enrollment for the new program was expected to be very strong based on the high demand for global education on campus.

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

Provost Gabel reported the proposed certificate was a 12-hour program targeted at working professionals. She said that Global Strategy was a sought-after area of expertise for professionals in an internationally focused business world and the certificate format was becoming increasingly popular

due to it being less of a time/financial commitment than a long-term graduate program. Enrollment was projected to reach around 30 students per year based on a recent interest survey, the Darla Moore School's strong reputation for expertise in the area of International Business, and the fact that there was no other program of its kind in the Southeast. She closed, noting that expected program costs would include 25% of a staff person and any teaching overload compensation for the instructors. In response to a question, Dr. Finnigan explained that when establishing a new certificate program, the CHE only required a notification from the University.

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

Provost Gabel reported that the proposed certificate also was targeted at working professionals with limited time for career development. She said that expertise in International Finance had been identified as an industry need in the state and region. Expected program costs would include 25% of a staff person and any teaching overload compensation for the instructors.

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

Provost Gabel said that the proposed certificate was targeted at students as well as working professionals. She reported that this certificate had evolved from strategic planning within the college to develop programs catering to targeted industries in the state. She informed the committee that a resurgence in rail transportation over the past 10 years had fostered unprecedented growth and modernization in the industry, a trend that was projected to continue for another decade. She added that in the near future, the industry would also be challenged by the retirement of a significant percentage of its workforce, and according to South Carolina railway executives, an estimated 2,250 advanced-degree job openings in this field were expected in the next several years. She explained that the University had an opportunity to carve a niche in this area with academic expertise to address industry workforce demands, and in time, develop research, scholarship as well as other teaching opportunities. The program would make use of courses already taught as electives in Civil Engineering. No new faculty hires would be needed, and the program director and administrative staff person would each devote 10% of their time to this certificate.

E. Master of Science in Physician Assistant Studies, School of Medicine Columbia

Provost Gabel informed the committee that this program specifically targeted in-state students and would prepare medical professionals for national certification and state licensure to practice medicine with physician supervision. She reported that South Carolina ranked 40th in the nation in terms of number of primary care doctors per 100,000 in population, with the physician shortage most acute in

parts of the Midlands, a need that the program looked to address. She added that this would be an important new program as the demand for physician assistants was projected to increase 38% over the next seven years. She said that to date, two of the four program faculty positions had been filled and the remaining two hires would be completed closer to the January 2017 program implementation. One staff position also would be needed. The facilities and resource costs of the program were expected to be covered by tuition revenues, in addition to cost-sharing with the School of Medicine.

In response to a question, Dean Hall said that Palmetto Health had made a commitment to provide \$300,000 per year, for the first three years of the program, to support the revenue stream until a full complement of students is reached. Trustees Floyd and Fennell expressed their excitement to see this program come to fruition at the university.

Chairman Westbrook called for a motion to recommend approval by the full Board of the five new programs: 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. Mobley so moved and Mr. Fennell seconded the motion. The vote was taken and the motion carried.

- V. Program Termination: Graduate Certificate in Visual Anthropology, College of Arts & Sciences, USC Columbia

Provost Gabel said the enrollment in the Graduate Certificate in Visual Anthropology had been declining over its 10-year history. In recent years, there had not been any students admitted into the program and there were no current enrollments. Based on this, the department felt its existing programs would be better served if this certificate was terminated.

Chairman Westbrook called for a motion to recommend approval by the full Board to terminate the Graduate Certificate in Visual Anthropology in the College of Arts & Sciences at USC Columbia. Ms. Bethea so moved and Mr. Cofield seconded the motion. The vote was taken and the motion carried.

- VI. Annual New Programs Follow-Up Report, USC Columbia

- A. BA Environmental Studies, BA Chinese Studies, MS System Design, ME Biomedical Engineering, PhD Sport and Entertainment Management, Certificate Qualitative Research, Certificate Business Analytics, Certificate Financial and Resource Management, Certificate Human Resources

Provost Gabel said that a mid-year update on the annual follow-up reports on new programs issued at the beginning of the academic year had been provided in the materials posted on the Board Portal. She said that the information included more detail regarding program enrollment numbers

and fiscal health. She added that the Provost's Office was working on implementing new process tools in order to provide more comprehensive information for program proposals going forward. In response to a question by Trustee Fennell, Provost Gabel said that in general, approximately three years was a reasonable window of time to begin seeing real momentum in a new program.

Chairman Westbrook said that this report was received as information.

Chairman Westbrook then called on Dr. Fitzpatrick to present the remaining agenda topics.

VII. Program Name Change, USC System

Dr. Fitzpatrick introduced Chancellor Sandra Jordan to present information regarding the request to change a program name at USC Aiken. Chancellor Jordan said the department requested an official change in the name of the degree program from Bachelor of Arts in Communications to Bachelor of Arts in Communication. The singular use of the term was becoming the norm in the discipline and also provided a clearer distinction from the information technology connotation.

Chairman Westbrook called for a motion to recommend approval by the full Board to change the name of the degree program at USC Aiken from Bachelor of Arts in Communications to Bachelor of Arts in Communication. Ms. Bethea so moved and Mr. Buyck seconded the motion. The vote was taken and the motion carried.

VIII. Annual New Programs Follow-up Report, USC System

- A. USC Aiken: MBA Stem and Liberal Arts
- B. USC Beaufort: BS Health Promotion
- C. USC Upstate: BA Child Development and Family Studies, BA Theatre, BS Exercise and Sport Science, MAT Special Education-Visual Impairment, MSN Clinical Nurse Leader, Certificate Child Advocacy Studies

Dr. Fitzpatrick said a mid-year update on the annual follow-up reports on new programs issued at the beginning of the academic year had been provided in the meeting materials and invited any questions. In answering a question raised by Trustee Fennell about the BA in Theatre at USC Upstate, Chancellor Tom Moore explained that the data in the report didn't show the 18 freshmen enrolled for Fall 2015 nor the students who started prior to fall 2013 under an old catalog, the combined number of which exceeded the projections. He added that the program was thriving and expected the financial deficit to be wiped out this year (FY 2016).

Chairman Westbrook said that this report was received as information.

IX. Other Matters

Since there were no other matters to come before the committee, Chairman Westbrook declared the meeting adjourned at 9:55 a.m.

Respectfully submitted,

Amy E. Stone
Secretary