

The official minutes of the University of South Carolina Board of Trustees are maintained by the Secretary of the Board. Certified copies of minutes may be requested by contacting the Board of Trustees' Office at trustees@sc.edu. Electronic or other copies of original minutes are not official Board of Trustees' documents.

University of South Carolina
BOARD OF TRUSTEES

Ad Hoc Committee on Strategic Planning

August 18, 2017

The Ad Hoc Committee on Strategic Planning of the University of South Carolina Board of Trustees met at 10:50 a.m. Friday, August 18, 2017, in the Alumni Center's C. Edward Floyd Boardroom.

Members present were: Mr. Thad H. Westbrook, Chairman; Mr. Mark W. Buyck Jr.; Mr. Thomas C. Cofield; Mr. A.C. "Bubba" Fennell; Mr. William C. Hubbard; Mr. Miles Loadholt; Ms. Leah B. Moody; Mr. Mack I. Whittle Jr.; and Mr. John C. von Lehe Jr., Board Chairman; with Mr. Tommy D. Preston Jr. joining by telephone.

Other Trustees present were: Mr. Chuck Allen; Mr. J. Egerton Burroughs; Dr. C. Edward Floyd; Mr. Toney J. Lister; Mr. Hubert F. Mobley, Board Vice Chairman; Dr. C. Dorn Smith; Ms. Molly M. Spearman; Mr. Eugene P. Warr Jr.; and Mr. Charles Williams.

Also present were faculty representative Dr. Marco Valtorta and student representative Ross Lordo.

Others present were: President Harris Pastides; Secretary J. Cantey Heath Jr.; General Counsel Walter "Terry" H. Parham; Chief Operating Officer Edward L. Walton; Provost Joan T.A. Gabel; Chief Financial Officer Leslie Brunelli; Vice President for Student Affairs Dennis A. Pruitt; Athletics Director Ray Tanner; Vice President for Information Technology Doug Foster; Vice President for Human Resources Chris Byrd; Chief Communications Officer Wes Hickman; Associate Director of Public Relations, Office of Communications and Public Affairs, Jeff Stensland; Vice President for Facilities and Transportation Derrick Huggins; Deputy Provost Helen Doerpinghaus; Vice Provost and Director of Global Carolina P. Allen Miller; Vice President for System Planning Mary Anne Fitzpatrick; Palmetto College Chancellor Susan Elkins; USC Upstate Chancellor Bendan Kelly; USC Beaufort Chancellor Al Panu; Executive Director of Audit & Advisory Services Pam Doran; University Treasurer Pat Lardner; Senior Associate Provost for Inclusion and Chief Diversity Officer John Dozier; Executive Director of Economic Engagement William D. "Bill" Kirkland; College of Arts and Sciences Dean Lacy Ford; College of Pharmacy Dean Stephen J. Cutler; Special Events Director Pam Bowman; My Carolina Alumni Association Executive Director Jack W. Claypoole; USC Aiken Executive Vice Chancellor for Academic Affairs Jeff Priest; Executive Director and Chief Executive Officer of University Foundations Russell H.

Meekins; Fluor Corporation Chairman and Chief Executive Officer David T. Seaton, who serves as a strategic advisor to the Board; University student Taylor Bradley; University Technology Services Production Manager Matt Warthen; and Board staff members Debra Allen and Terri Saxon.

I. Call to Order

Chairman Westbrook called the meeting to order and welcomed those in attendance and asked everyone at the table to introduce themselves. Mr. Hickman introduced members of the media in attendance: Avery Wilks with *The State* and Mary Ramsey with *The Daily Gamecock*.

Chairman Westbrook stated 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.

He then thanked the University's strategic advisor Mr. David Seaton for attending the meeting, noting "his value to the University is immense" and words are inadequate to express "our appreciation for his commitment to the University and his contribution to this particular planning effort today."

Calling on Provost Gabel, Chairman Westbrook reminded everyone President Pastides had the "outstanding idea" of looking at the University to see if a 3% cut could be identified and reallocated to an Academic Excellence Initiative. He said the Provost had been asked to update the committee on the process for allocating the funds generated by this initiative.

II. Excellence Initiative Update

Provost Gabel said it is important to remember the funding generated by the 3% cut actually remains with the University and is reallocated in a governed process to recommend how these financial resources are reinvested for the University's excellence. Many universities engage in resource reallocation, but a process like this one is unique. A committee has been established to make recommendations on reallocating the funding. Trustee Moody will represent the Board on the committee, which also contains a diverse representation of faculty and academic administrators. During the fall semester, she said, the committee will seek reallocation proposals from the University community with decisions on what projects will be funded made in early- to mid-spring of 2018. Funds will be made available over the summer of 2018 and into the new academic year. More details and updates will be provided as the committee's work progresses.

In response to a Trustee question, Provost Gabel said the 3% cut was based on recurring FY2017 budget dollars and any tuition revenue beyond projected amounts would enter into the 3% calculation as part of the next budget cycle.

President Pastides said the Excellence Initiative had been well received by the faculty, deans and department chairs. At first it was questioned, but when it was realized that without new money from the state or other sources, “cautious optimism” was expressed for the Excellence Initiative. “If it is done well over a period of several years, we can significantly improve academic excellence at the University. Without it, we will tread water and do the best we can incrementally. With it, even though it is not enough money, we have a moonshot opportunity if we spend it wisely.”

III. Progress on 2018-2023 Strategic Plan for USC Columbia

Provost Gabel continued with a report of progress on the 2018-2023 Strategic Plan for USC Columbia. Over the past eight months, outcomes from January’s retreat had been used to migrate 2010’s Focus Carolina strategic plan to what is needed now to best position the University. She emphasized the importance of the strategic plan as a guide for setting goals and making tough funding decisions.

Over the course of refreshing the strategic plan, she said, five strategic priorities or goals had been identified for the University: (1) educating the thinkers and leaders of tomorrow; (2) assembling and supporting a world class faculty; (3) spurring innovation, creative express, and community engagement; (4) building inclusive and inspiring communities; and (5) demanding institutional excellence.

Since the January retreat, these priorities have been translated into objectives and action plans to move the University toward achievement of its goals. Provost Gabel discussed dashboard metrics that will allow the Board and others to measure progress on a regular basis. She used a PowerPoint to detail various objectives identified as necessary steps in achieving the University’s established priorities.

Measured enrollment growth of a highly competitive and diverse student population was identified as one of six objectives to achieve the goal of educating the thinkers and leaders of tomorrow. Two action plans to achieve this are a focused recruiting strategy and increased need-based and merit scholarships. These action plans can be assessed through measurement of undergraduate enrollment and undergraduate test scores, which in turn can be broken down into various subcategories for measurement such as measurement of enrollment by race/ethnicity, gender, resident versus non-resident, and median ACT/SAT scores.

Other objectives related to this goal include improving student retention and progress toward on-time graduation; maintaining robust, relevant, innovative and collaborative academic programs; utilizing high impact experiential learning within and beyond the classroom; improving student career readiness and placement; and increasing graduate enrollment and doctoral degrees. Provost Gabel quickly displayed

action plans for measuring progress in achieving each stated objective. She said additional detail was available to those who wanted more information beyond the overview she provided.

Provost Gabel drew attention to the action plan related to increasing the Carolina Core student learning achievement rates, noting faculty had worked diligently to develop assessments for improvement related to communication skills, critical thinking and eight other Carolina Core criteria.

She said a new action plan related to arenas of excellence had been added as a measurement for insuring academic programs remain robust, relevant, innovative and collaborative. The first arena was launched as a partnership among the deans of the health sciences colleges, Academic Affairs, Student Affairs and Housing. Hoping for an enrollment of 300 students, Provost Gabel said between 700 and 800 students applied. The next arena – information and computing – is being developed with students to arrive in the fall.

Provost Gabel explained some action plans will not be reported in a visual, dashboard style. Arenas of excellence are an example of this type of action plan as is the termination of programs, which is a qualitative measure that does not have a target. Programs are terminated as needed based on an annual report of their performance. Although such information will not be in the dashboard, it will be tracked and the infrastructure to accomplish this is being developed.

Noting a more detailed discussion was planned for the 2018 retreat, she quickly highlighted numerous other objectives and action plans previously reviewed with Trustees. These included expansion of high-impact experiential learning such as Graduation with Leadership Distinction; improving student career readiness and placement; and increasing graduate enrollment and doctoral degrees awarded.

The second strategic goal, she said, addressed assembling and supporting a world class faculty with objectives established for the hiring and retaining of highly productive and diverse faculty, as well as incentives and rewards for high quality teaching. The third goal dealt with innovation, creative expression and community engagement, with objectives identified to increase entrepreneurship and innovation, encourage creativity and engagement with the arts, and facilitate community partnerships.

The fourth goal of building inclusive and inspiring communities identified objectives for a welcoming environment and inclusive university culture, as well as to increase the diversity of students, faculty and staff. The fifth and final goal she described as the demand for institutional excellence, with three objectives: improve notable external measures/rankings; increase philanthropic support; and implement an incentive-based, measured growth budget model to create sufficient revenue and align resources with incentives. Measurement of the final goal will involve improvement of University and unit-

level rankings; improvement of brand perception and awareness through integrated communications efforts; and development of a comprehensive fundraising strategy with increased giving.

The next steps for the strategic plan is to continue refreshment of the performance indicators and deployment of the Excellence Initiative. She reviewed membership of the initiative's advisory committee, which is chaired by College of Pharmacy Dean Steve Cutler.

In response to Trustee Fennell's question about the currency of some blueprints on the University's website, Provost Gabel said blueprints were completed annually and she offered Trustees printed copies of the academic units' blueprints. She said the webpage would be updated. Blueprints were changed this past year from a narrative description of goals to entirely metric-based plans tied to the strategic priorities that emerged as a result of the purposeful refresh of the University's strategic plan.

Responding to a request to comment on four-year compared to six-year graduation rates, Provost Gabel said the University reports on six-year graduation rates per federal reporting as reflected in the strategic plan dashboard. However, she said, the On Your Time strategy is to graduate students as efficiently as possible, which is four years or less, and details will be developed for establishing and measuring this goal.

Trustee Hubbard asked about critical thinking and communication skills referenced in the Provost's presentation. Provost Gabel said the Carolina Core assessment has resulted in schedule changes and development of a new set of learning outcomes, with research continuing into what assessment tools best evaluate improvement in critical thinking which will lead to the identification of programming gaps, a necessary step before core requirements can be updated.

Addressing Mr. Hubbard's question about objectives for improving graduate programs, she said, the Graduate School completed a Blue Ribbon Report in 2016 and shortly thereafter transitioned leadership of the school to Cheryl Addy. Dr. Addy has started to implement the recommendations found in that report. The first recommendation was to address graduate student scholarships and stipends, as well as other graduate student issues including benefits, support for their travel, and participation in national conferences. The Blue Ribbon Report determined the University would be able to attract better and brighter students into its graduate programs if the quality of the support being provided was improved, along with graduate student access to professional opportunities while enrolled in University programs.

Responding to Mr. Hubbard's third question, Provost Gabel said, the American Association of Universities (AAU) has indicators its uses in quality assessment. In the top tier are measures of federal funding, national academy membership, citation of a university's faculty, and other indirect measures. In

accordance with this information, she said the University's strategic plan prioritized measurement of the faculty's scholarly activity, but balanced this emphasis with the aggregate excellence it wants to achieve in areas such as undergraduate education, which is important to the AAU, but is not a measurement used for AAU membership. This is a challenging balance for all institutions to achieve, she added.

Chairman Westbrook thanked Trustees Fennell and Whittle for providing feedback throughout the summer as progress was made on details of the strategic plan.

IV. Other Matters

Chairman Westbrook called for any other matters to come before the committee.

V. Adjournment

There being no other matters to come before the committee, Chairman Westbrook declared the meeting adjourned at 11:30 a.m.

Respectfully submitted,

J. Cantey Heath, Jr.
Secretary