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University of South Carolina  
BOARD OF TRUSTEES

Student and System Affairs Committee

November 16, 2018

The Student and System Affairs Committee of the University of South Carolina Board of Trustees met at 12:10 p.m. Friday, November 16, 2018, in the Alumni Center's C. Edward Floyd Boardroom.

Members present were: Mr. Thomas C. Cofield, Chairman; Mr. Chuck Allen; Mr. J. Egerton Burroughs; Mr. A.C. "Bubba" Fennell; Ms. Leah B. Moody; Ms. Rose Buyck Newton; Dr. C. Dorn Smith III; Mr. John C. von Lehe Jr., Board Chairman; and Mr. Hubert F. Mobley, Board Vice Chairman. Ms. Molly M. Spearman joined by telephone.

Other Board members present were: Mr. Mark W. Buyck Jr.; Mr. Robert F. Dozier Jr.; Dr. C. Edward Floyd; Mr. Toney J. Lister; Mr. Miles Loadholt; Mr. Eugene P. Warr Jr.; and Mr. Thad H. Westbrook.

Also present was USC Columbia Faculty Senate Chairman Marco Valtorta.

Others present were: President Harris Pastides; Secretary J. Cantey Heath Jr.; General Counsel Walter "Terry" H. Parham; Provost Joan Gabel; Vice President for Student Affairs Dennis A. Pruitt; Chief Advancement Officer and Senior Advisor to the President Paula Harper Bethea; Vice President for Human Resources Caroline Agardy; Vice President for Information Technology Doug Foster; Vice President for Research Prakash Nagarkatti; Chief Communications Officer Wes Hickman; Athletics Director Ray Tanner; USC Aiken Chancellor Sandra Jordan; USC Beaufort Chancellor Al Panu; Palmetto College Chancellor Susan Elkins; USC Lancaster Campus Dean Walter Collins; University Treasurer Pat Lardner; Associate Vice President for Administration and Finance and Medical Business Affairs Jeffrey L. Perkins III; College of Arts and Sciences Dean Lacy Ford; Executive Director for the Office of Economic Engagement William D. "Bill" Kirkland; Chief Audit Executive Pam Doran; Office of Equal Opportunity Programs Director Clifford Scott; Executive Director for Strategic Initiatives Jack Claypoole; Director of Organizational and Professional Development, Division of Human Resources, Nathan P. Strong; Assistant to the President for System Affairs Eddie King; USC Upstate Vice Chancellor for Administrative and Business Affairs Sheryl Turner-Watts; USC Upstate Senior Vice Chancellor of Academic Affairs Clif Flynn; Palmetto College Faculty Senate Executive Committee Chair Christine Sixta Rinehart; USC Lancaster

Director of Student Engagement and Success Laura Carnes; USC Lancaster Director of Student Life Karlee Christian; USC Aiken student Travis Harder; USC Columbia student Molly Beman; USC Lancaster student Logan Deese; Hans Unterberger, friend of Board Chairman von Lehe; and Board staff members Terri Saxon and Ina Wilson.

I. Call to Order

Chairman Cofield called the meeting to order, welcomed everyone and invited those at the table to introduce themselves. Secretary Heath confirmed Trustee participation by telephone. Mr. Cofield said the agenda had been posted, the press notified as required by the Freedom of Information Act, the agenda had been circulated to committee members and a quorum was present to conduct business. Mr. Hickman introduced Meghan Crum with *The Daily Gamecock*.

Chairman Cofield said this was the first meeting of the committee under its new name and format. He thanked Mr. King for arranging meetings with each of the University's chancellors and Palmetto College deans, so he could absorb their ideas regarding the new committee format designed to shed greater light and provide an expanded voice to all the system campuses.

Chairman Cofield expressed condolences to USC Union Dean John Catalano on the recent death of his wife Maureen.

II. Developing Leadership Experience: Student Ambassadors

Chairman Cofield called on Palmetto College Chancellor Elkins, who said she invited student ambassadors who represent the three sectors of higher education that make up the University System – Molly Beman of USC Columbia (Research I Institution); Travis Hardee of USC Aiken, (Comprehensive University); and Logan Deese of USC Lancaster (Palmetto College) – to share their experiences as a student ambassador and leadership lessons learned.

Mr. Travis Hardee, USC Aiken senior sociology major from Conway, South Carolina, cited growing recognition that providing leadership education and leadership practices creates graduates who are successful in the workforce and who enhance and advance the University's public image. He discussed training offered at the Aiken, Beaufort and Upstate campuses through leadership degrees, certificate programs, and for-credit courses in leadership.

Mr. Hardee noted the leadership training and opportunities he experienced through the Chancellor Ambassador Program, Leadership Exchange Programs, and as a member of the U. S. military. He said this training will serve him well not only in his future career, but as a productive member of his community.

Ms. Molly Beman from Florida, a USC Columbia senior public health major with minors in business, psychology and leadership studies, said she is working towards a career in higher education and student affairs. She said USC Columbia offers leadership opportunities for all students including mentorships, community services and civic engagement. Juniors and seniors have the opportunity to serve as peer leaders to assist freshmen for a successful transition into college life through University 101, which has been nationally recognized as a top mentorship program. USC Columbia's annual Dance Marathon, which last year raised over \$1 million for Palmetto Heath Children's Hospital, with over 2,500 students participating, is one example of community service. The marathon is the 9<sup>th</sup> largest in the country and provides formal and informal leadership opportunities, she said.

Ms. Beman, one of over 100 University Ambassadors who serve as campus tour guides showcasing what USC has to offer said she works one three-hour shift per week. In addition, she serves as a Presidential Ambassador assisting at presidential functions. These roles provide her opportunities to learn leadership skills and to become adaptable and flexible. She said her passion for USC and its learning experiences are endless.

Mr. Logan Deese from USC Lancaster and a lifetime resident of Lancaster, said upon completion of his associate degree, he plans to earn his bachelor's degree in Exercise Science toward his goal to be a doctor of Physical Therapy. He discussed USC Lancaster's Peer Advisors at Lancaster (PALS) program, whereby students' participation in a variety of campus activities, including registration, orientation, and other events provide numerous leadership opportunities and a way to meet new friends, visit new places, and gain new experiences. PALS are selected through a Student Life application process, attend the annual Southern Region Orientation Workshop, and receive extensive leadership training in a 16-week course. Through PALS, Mr. Deese has participated in Palmetto College's University of Possibilities program designed to prepare sixth through 12th-graders and their parents for college. He said USC Lancaster reaches out to area middle schools to invite students and parents to visit the campus to assist in addressing every aspect of pursuing education after high school; not only being college ready, but also how to successfully graduate from college.

Mr. Deese concluded by noting the most important leadership skill he acquired was learning that to be successful you have to be relatable; to "never judge a book by its cover;" and to understand the importance of teamwork.

Chancellor Elkins commended the students for their excellent reports and asked the deans and teachers who helped prepare the students to stand for a round of applause. Trustee Spearman also thanked the deans and teachers for preparing these students for their informative presentations.

Chairman Cofield said the report was received as information.

### III. System Leadership Fellowship Program

Chairman Cofield called on USC Aiken Chancellor Jordan, who discussed a new System Leadership Fellowship Program. She thanked President Pastides for his vision and support of the program whereby, the USC System institutions are collaborating on a leadership development initiative designed to help emerging leaders develop a deeper understanding of issues affecting their organizations and boost their own leadership capabilities, while simultaneously building a deeper understanding of the profession of higher education.

Chancellor Jordan said the program will allow these emerging leaders to practice leadership, build interpersonal skills, work cohesively within groups, build alliances across institutions and become much more aware of their roles and responsibilities.

This project began four years ago when the chancellors worked together to design a pilot program. The program ran for one year, the results were assessed and changes made to both the curriculum and its delivery. Dr. Fitzpatrick convened the chancellors and together they came up with the current program which is an improvement on the pilot. Participants are nominated and a committee reviews the applications and makes the selection of the cohort.

Chancellor Jordan said program participants will gain opportunities to network with established and seasoned higher education leaders to gain insight on differing leadership styles that have proven to be effective. She noted even if the faculty and staff enrolled in these programs never assume a “line leadership role,” they will be better prepared to lead from their position and they will have gained a much deeper understanding of the situational leadership decisions being made at their own institutions. In the first year, 21 participants from seven institutions committed to the two-year program. The first session, held in September 2018 at USC Aiken, took place over a day and a half. Participants received required readings before the session. At the meeting, the content was dedicated to an overview and discussion of the history of comprehensive and regional colleges, why this sector of public education came into being in the U.S. and the current issues that shape higher education. Presenters included, American Association of State Colleges and Universities Vice President for Government Relations and Policy Analysis Michael C.

Zola; Southern Association of Colleges and Schools Commission on Colleges President Belle Wheelan; and members of the National Collegiate Athletic Association staff. Also, participants dove into diversity and inclusion issues; worked on a case study of leadership in crisis; heard from USC Columbia Professor Bobby J. Donaldson and USC Columbia Chief Diversity Officer John Dozier, and from USC attorney Henry White regarding higher education legal issues; with President Pastides joining into the discussions on the first evening.

In the second meeting recently hosted by USC Beaufort, participants learned more about strategic planning, higher education budgeting, and they spent time on leadership by engaging with a group of former university presidents. Two additional sessions are scheduled for this year. In the session at USC Upstate, participants will explore topics of shared governance, the regulatory environment, reputation management, building partnerships, and an introduction to philanthropy issues. The final first-year session, hosted at USC Lancaster, will include equally engaging topics and provide participants another opportunity to interact with President Pastides.

In year two of the program, participants will be linked with leaders from across the University System and will be asked to shadow those leaders and undertake a project where they can practice their new abilities, knowledge and skills.

For comparison, Chancellor Jordan noted leadership programs offered by Harvard, the Wharton School of Business and other elite institutions can cost up to \$4,000 per online leadership topic or from \$13,000 up to \$150,000 per participant for a five-day seminar. The cost of USC's program is \$20,000 for 21 participants, excluding the travel and hotel costs borne by the individual institutions.

Chancellor Jordan said she will provide the committee an update following the program's first two years, to include feedback from the first cohort. She noted at this point, all the assessments have been highly positive and she suspects the impact will shape the University's leadership pool for years to come.

Chairman Cofield said the report was received as information.

#### IV. Columbia Leadership Programs

Chairman Cofield called on Director of Organizational and Professional Development, USC Columbia Division of Human Resources, Nathan Strong to discuss the Pipeline for Academy Leadership (PAL) and The Emerging Leaders Program (ELP).

Mr. Strong said PAL's purpose is to invest in the creation of skilled and engaged leaders to meet the university's current and future challenges. It is designed to assist in building six competencies among

university leaders: leading change, leading people, building effective relationships, developing institutional knowledge and understanding, managing for results, and self-management. The competencies, the same as those used to evaluate the President's direct reports, were developed in conjunction with the President Pastides. PAL was jointly developed by the Office of the Provost and Division of Human Resources in 2014.

Mr. Strong said the target group is University academic leaders, administrative executives, and those who are currently serving in academic administrative positions, who have the potential to hold a high-level academic or administrative leadership position at the University in the near future. The program structure is centered on personal, interpersonal, team and systems mastery. Topics covered include: emotional intelligence; interpersonal orientation; conflict management and difficult conversations; developing teams; managing change; and University operations.

PAL program results thus far include: 102 graduates including 31 associate or assistant deans and current department chairs, six associate vice presidents, and one vice president; positive participant feedback; removal of academic and administrative units' barriers; and national recognition of the program by Academic Impressions, Mr. Strong reported.

Mr. Strong said the Emerging Leaders Program (ELP), which began a year after the PAL program, is designed for administrative professionals currently serving in a supervisory or management position, and who have the potential to hold a higher-level administrative leadership position at the University in the near future. The program structure is similar to the PAL, but is targeted to the participants' level. The application process is competitive and seeks diversity in the cohort make-up, to ensure participants can learn from each other.

Mr. Strong reported the ELP results included: 70 graduates, with 24 currently enrolled; creation of an Alumni Community for ongoing learning; tracking of promotion, growth and development of participants; and development of networks across unit boundaries.

Chairman Cofield said the report was received as information.

#### V. Regional Partnerships

Chairman Cofield called on USC Beaufort Chancellor Panu, who thanked the committee for the opportunity to discuss the successful system regional strategic partnerships. He said the common thread in system mission statements is the commitment and responsiveness to the needs of the communities and regions they serve. Forming strategic partnerships and alliances is often a method of

choice to formulate appropriate responses and create innovative initiatives to address the challenges at hand. Depending on the challenge to be addressed, these partnerships take many forms, and encompass partners ranging from local government entities, businesses, foundations, not-for-profit organizations, to other educational institutions, including technical college partners. He noted several strategic partnerships.

Chancellor Panu said USC Upstate's "Spartanburg's Way to Wellville" is a program that exemplifies a commitment to aligning its scholarship with partnerships to address the community's deepest needs. In 2013, USC Upstate's Metropolitan Studies Institute (MSI) identified the most pressing community health needs in Spartanburg, then partnered with Spartanburg Regional Health System, the City of Spartanburg, and the Mary Black Foundation to apply for the Wellville Challenge issued by "angel investor" Esther Dyson through her national nonprofit Health Initiative Coordinating Council (HICcup). Because of the depth of community data and ongoing research generated by USC Upstate, as well as the strength of the community-university partnership, Spartanburg was one of the five Wellville communities selected for this 10-year challenge to produce better health outcomes through innovation.

USC Upstate's job is to measure progress, research and advise on best practices in public health interventions, and to monitor processes and outcome metrics. Spartanburg's Way to Wellville is enjoying great momentum, and there are a number of resulting initiatives and projects under way, Chancellor Panu reported. Three years of data show the community is improving on several critical health measures. This project claimed the attention and support of a number of national organizations including the National Institute of Medicine, Health 2.0, the Georgia Health Policy Center (which awarded a three-year technical assistance grant for innovative financing), the Robert Wood Johnson Foundation (which awarded Spartanburg their Culture of Health Prize in 2015), IBM, Colgate Foundation, CAREMessage, and GlaxoSmithKline. He said a new spirit of hope and collaboration is lifting Spartanburg County and that USC Upstate, a committed partner, is working to improve the quality of life for all residents through Spartanburg's Way to Wellville.

Chancellor Panu spoke on the partnership for a Bachelor of Applied Science (BAS) in Advanced Manufacturing Management (AMM). This is a three-way partnership between industry, technical colleges and USC Upstate to fill a specific industry need – mid-level managers who have technical skills, but not leadership skills – by providing a pipeline from the technical colleges to USC Upstate. USC Upstate accepts 42 hours of technical college credit from students with a diploma in mechatronics, automated manufacturing technology or industrial electronics technology, which is slightly more than one third of the

total hours required for the BAS degree. Also, this is the first BAS degree in the state. The AMM classes are taught on site at the BMW campus in Greer.

Chancellor Panu discussed USC Aiken's Pacer Pathway Program. It is a bridge program with USC Union, whereby students who want to attend USC Aiken, but fall short of the admissions criteria, may be accepted to USC Union through the Pacer Pathway Program. These students live and study at USC Aiken, but are technically USC Union students. During their year in the Pacer Pathway, these students take 12 hours of classes and instruction in study skills, writing, and time management.

Chancellor Panu said that at USC Beaufort's Hilton Head Island Campus for Hospitality Management ribbon cutting ceremony, held the previous day, President Pastides said, "Hospitality and tourism are the lifeblood of South Carolina. Our beaches, historical sites and leading cultural and sporting events are directly responsible for this growing \$21 billion industry cluster, as well as employment for one of every ten South Carolinians, more than any other industry outside of government." USC Beaufort has been offering hospitality courses on Hilton Head Island (HHI) since the mid 1980's.

His predecessor, Chancellor Upshaw, together with the then Mayor of HHI and Town Manager Steve Riley pursued an opportunity to extend an existing Tax Increment Financing (TIF) that set in motion the primary funding source for the new building, Chancellor Panu said. Aside from the Hospitality Management Program, the facility will also house:

- The Island Ambassador Program, which to date has trained over 1,600 certified ambassadors in the knowledge, culture, and environment of HHI in addition to well over 1,000 local employees a year.
- The Center for Event Management & Hospitality Training, which focuses on event incubation and volunteer management for marque events such as The RBC Heritage PGA Tournament and the Concours d'Elegance.
- The LowCountry & Resort Islands Tourism Institute, which has conducted and completed over 100,000 visitor/event surveys, and received \$425,000 in extramural funding.

The USC Beaufort service region is a destination location for tourists and retirees. The need for continuing education has been recognized since the early days of the founding of USC Beaufort.

Chancellor Panu said what started as a small continuing education program in 1991, grew significantly when the campus partnered with the Benard Osher Foundation to bring the Osher Lifelong Learning Institute (OLLI) to USC Beaufort in 2004.

Chancellor Panu reported there are 122 OLLI programs nationally. Each OLLI program is housed under a university and is 100% financially self-sustained. The OLLI's mission is to provide quality, intellectually stimulating, not-for-credit, educational opportunities and experiences for adults age 50 years of age and older. More than 400 OLLI programs are offered at USC Beaufort to a membership of 1,400 – 1,500 annually. The OLLI program improves members' quality of life, connects them to the University, and encourages interest in philanthropy. With over 350 volunteers and an endowment of over \$2 million dollars, OLLI partners with local organizations focused on rich local history and related topics, such as: Santa Elena History Center, Pat Conroy Center, Heritage Library, Penn Center, Coastal Discovery Museum, and Port Royal Foundation among many others. Chancellor Panu noted the economic impact on the area, as seen by realtors who often contact the OLLI offices requesting information because a client is asking if there is an OLLI in the area. Because of OLLI's national prestige and recognition among lifelong learners, it was part of the decision-making process to move to the HHI area.

Chancellor Panu shared some of Palmetto College's successful partnerships.

- USC Lancaster recently transferred the fitness operations and management of the Gregory Health and Wellness Center to the Upper Palmetto YMCA, now known as the Gregory Family YMCA. This partnership expands service to the community, while still serving USC Lancaster faculty, staff and students. The Gregory Family YMCA with a 2,400 membership as of mid-October, represents a 1,000 member increase since the transfer.
- Leadership Salkehatchie, developed as part of a long-standing partnership between SouthernCarolina Alliance and USC Salkehatchie, is a year-long program for aspiring leaders living or working in one of seven county service areas of Allendale, Bamberg, Barnwell, Beaufort, Colleton, Hampton, and Jasper counties. This program focuses on networking, enhancing leadership skills and developing an understanding of the economic, educational and community needs of its region. Topic areas include economic development, education, judicial system, local government, legislative advocacy, leadership skills, and diversity. The program culminates with a trip to Washington D.C. to meet with the congressional delegation regarding regional concerns. Many of the successful graduates of the program go on to serve on leadership boards and in elected offices in county organizations, school districts, chambers of commerce, healthcare and non-profit organizations.

- USC Sumter teamed up with the Sumter Economic Development Board on an Emerging Leaders Program (ELP), for a year-long leadership experience for high school juniors to introduce them to

economic and community development concepts. Participants strengthen soft skills and self-awareness while learning from professors, career professionals and practical situations. At the completion of the program, students earn three college credits through USC Sumter, as well as earn placement on a community board or committee and serve as Regional Ambassadors for community events during their senior year. The purpose of the ELP is to prepare students to make a positive difference in their communities. Participants are expected to observe the highest standards of behavior and to set an example for others to follow.

USC Union and Laurens County partnered to ensure Laurens County high school graduates are able to start their college education tuition free. Laurens County leaders established funding for the Laurens County Future Scholarship program to provide recent high school graduates with a tuition-free path to complete two years or the first half of a bachelor's degree. That means, of course, less debt and higher net earnings after graduation for residents of Laurens County, along with opportunities for enrollment growth at USC Union.

Trustee Newton congratulated Chancellor Panu and his team on the USC Beaufort Hilton Head Island Campus for Hospitality Management and she encouraged Board members to visit the new facility when in the area.

Chairman Cofield said the report was received as information.

VI. USC Salkehatchie Dean Search Update

Chairman Cofield called on Palmetto College Chancellor Elkins, who said USC Salkehatchie Dean Ann Carmichael will retire on December 31, 2018; having served with distinction as dean since 2000, with a total of 28 years of service at the University. The dean search committee, chaired by Chief Advancement Officer and Senior Advisor to the President, and USC Salkehatchie alumna Paula Harper Bethea, is in the process of receiving and reviewing applications and hopes to have the new dean in place by early 2019.

Chairman Cofield said the report was received as information.

VII. Other Matters

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

VIII. Adjournment

There being no other business to come before the committee, Chairman Cofield declared the meeting adjourned at 1:20 p.m.

Respectfully submitted,

J. Cantey Heath, Jr.  
Secretary