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University of South Carolina  
BOARD OF TRUSTEES

Academic Affairs and Faculty Liaison Committee

September 13, 2019

The Academic Affairs and Faculty Liaison Committee of the University of South Carolina Board of Trustees met at 11:20 a.m. on Friday, September 13, 2019, in the C. Edward Floyd Boardroom at the Pastides Alumni Center.

Members present were Ms. Leah B. Moody, Chair; Mr. C. Dan Adams; Mr. Robert F. Dozier Jr.; Mr. A.C. "Bubba" Fennell III; Dr. C. Edward Floyd; Mr. William C. Hubbard; Mr. Richard A. Jones Jr.; Ms. Rose Buyck Newton; Mr. John C. von Lehe Jr., Board Chairman; and Mr. Hubert F. Mobley, Board Vice Chairman.

Other Board members present were Mr. Chuck Allen; Mr. J. Egerton Burroughs; Mr. Toney Lister; Mr. Miles Loadholt; Dr. C. Dorn Smith III; Ms. Molly Spearman; Mr. Eugene P. Warr Jr.; Mr. Thad H. Westbrook; Mr. Mack I. Whittle Jr. and Mr. Charles H. Williams.

Also present were Strategic Advisor David Seaton; USC Columbia Faculty Senate Chair Mark Cooper; USC Columbia Student Government President Luke Rankin; Faculty Liaison Committee members Bethany Bell; Andrew Graciano; Lynne Rhodes; Christine Rinehart; and Marco Valtorta.

Others present were: President Robert L. Caslen Jr.; Secretary J. Canteay Heath Jr.; General Counsel Walter "Terry" H. Parham; Chief Operating Officer Edward L. Walton; Interim Provost Tayloe Harding; Senior Advisor to the President for Advancement Paula Harper Bethea; Vice President for Student Affairs Dennis A. Pruitt; Vice President for Human Resources Caroline Agardy; Vice President for Research Prakash Nagarkatti; Athletics Director Ray Tanner; Chief Information Officer Doug Foster; Chief Audit Executive Pam Doran; Chief Diversity Officer John Dozier; Interim Chief Communications Officer Jeff Stensland; Interim Chief Development Officer Will Elliott; USC Aiken Chancellor Sandra Jordan; USC Upstate Chancellor Brendan Kelly; Palmetto College Chancellor Susan Elkins; USC Beaufort Executive Vice Chancellor for Academic Affairs Eric Skipper; Vice Provost and Dean of the Graduate School Cheryl Addy; Vice Provost and Dean of Undergraduate Studies Sandra Kelly; College of Arts and Sciences Dean Lacy Ford; College of Nursing Dean Jeannette Andrews; College of Pharmacy Dean Stephen Cutler;

College of Education Dean Jon Pedersen; School of Medicine Greenville Dean Jerry Youkey; Darla Moore School of Business Dean Peter Brews; Senior Associate Vice President for Student Affairs and Academic Support Stacey Bradley; University Treasurer Pat Lardner; University Budget Director Joe Sobieralski; Associate Vice President for Administration and Finance and Medical Business Affairs Jeffrey L. Perkins III; Associate Vice President for Finance Kelly Epting; Associate Provost for Academic Programs Tena B. Crews; Executive Director of Military Programs and Strategies, Palmetto College, James Smith; Executive Director for the Office of Economic Engagement William D. “Bill” Kirkland; Dean of Students and Deputy Title IX Coordinator Marc Shook; Executive Director of Student Conduct and Academic Integrity Alisa Liggett; Director of Academic Integrity Erin Kitchell; Equal Opportunity Programs Director Clifford Scott; Director of Institutional Effectiveness and Accreditation, Office of Institutional Research, Assessment, and Analytics, Donald Miles; University Advising Center Director Claire Robinson; Assistant to the President for System Affairs Eddie King; Alumni Association Chief Executive Officer Wes Hickman; Associate Dean of Undergraduate Programs, Darla Moore School of Business, Janice Bass; Assistant Dean for Enrollment Management and Academic Program Development, College of Education, Rob Dedmon; University 101 Director Dan Friedman; Associate Vice President for Student Housing and Well-Being Kirsten Kennedy; Office of Distributive Learning Associate Director Trena Houpp; Darla Moore School of Business Professor, International Business, Gerald McDermott; College of Education Professor, Educational Leadership and Policies, Rose Ylimaki; College of Education Associate Professor, Educational Leadership and Policies, Christian Anderson; USC Upstate Professor Lizabeth Zack; Steve Anderson, guest of Trustee Fennell; University Technology Services Production Manager Matt Warthen; and Board staff members Debra Allen and Ina Wilson.

I. Call to Order

Chair Moody called the meeting to order, welcomed those in attendance, and asked everyone at the table to introduce themselves. Secretary Heath confirmed Trustee participation by telephone. Ms. Moody 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. Mr. Stensland said Collyn Taylor with Gamecock Central was in attendance.

MOTION TO ENTER EXECUTIVE SESSION

Ms. Moody stated there were personnel matters dealing with honorary academic titles, appointments with tenure and honorary degree nominations appropriate for discussion in Executive

Session. Mr. Fennell moved to enter Executive Session and Mr. Adams seconded the motion. The vote was taken and the motion carried.

The following individuals were invited to remain: Trustees, President Caslen, Secretary Heath, the President's Executive Council, Dr. Cooper, Mr. Rankin, Ms. Doran and Faculty Liaison members.

With no further matters to discuss in Executive Session, Chair Moody declared a return to Open Session.

## RETURN TO OPEN SESSION

### II. First-Year Student Experience and Living-Learning Programs Rankings

Chair Moody called on Dennis Pruitt, Vice President for Student Affairs. Dr. Pruitt reported the University of South Carolina was ranked as having the top first-year student experience among the nation's public universities, according to *U.S. News and World Report's* annual undergraduate rankings. The 2019 ranking is the first time in nearly 20 years U.S. News has included a numerical ranking for first-year experience programs, an area where the University has been a national leader for more than 45 years. He explained University 101 (UNIV 101) is a three-credit-hour course that helps new students make a successful transition to the University of South Carolina, both academically and personally. The course aims to foster a sense of belonging, promote engagement in the curricular and co-curricular life of the University, develop critical thinking skills, and help to clarify purpose, meaning, and direction. Dr. Pruitt said about 80% of freshmen enroll in UNIV 101 and students were retained to the second year at a significantly higher rate than those who do not take the class. He recognized Stacy Bradley, Senior Associate Vice President for Student Affairs and Academic Support, and Dan Friedman, Director of University 101, congratulating them on the Number One Ranking.

The University also received high marks in the *U.S. News* rankings for its living-learning communities, with South Carolina coming in at No. 8 among public universities. He recognized Vice Provost and Dean of Undergraduate Studies Sandra Kelly and Associate Vice President for Student Housing and Well-Being Kirsten Kennedy for the great work being done in the University's Residential Learning Communities. These communities were created, he said, to help bring an academic focus in the residence halls and take advantage of the 24/7 learning opportunity. Housing programs created to support academic success include the Faculty Principal-Led Learning Communities, First-Year Interest Groups focused on first-generation college students and the residential curriculum. The professional residential live-in staff, student resident mentors, community assistants, and other student employees work together to engage and support students. He noted students who live in these communities are 7% more likely to be retained than those who live off campus.

In closing Dr. Pruitt expressed his thanks to the Trustees for the support given these important programs, which provide students with every opportunity for academic success, to feel connected on campus, and to ultimately graduate from the university.

Chair Moody said this report was received as information.

### III. Office of Student Conduct and Academic Integrity/Honor Code

Chair Moody called on Dr. Pruitt who introduced Marc Shook, Dean of Students.

Dr. Shook said in 2005, the University created the Office of Student Conduct and Academic Integrity (OSCAI) as well as the Honor Code in order to have a unified approach and assure consistency in resolving issues across the University.

He reported the OSCAI approaches its work with an educational mission, focusing on both faculty and student outreach, with the ultimate goal being the individual, moral development of students. In addition to information being made available on the office website, every college has an academic integrity liaison. He shared an extensive list of initiatives for faculty and students that focus on prevention and education, including direct mail, websites, departmental training, University 101 presentations and an Academic Integrity Day.

Dr. Shook explained the Honor Code Process beginning with the reporting of an incident through to its resolution, which can be handled administratively or by judicial hearing. He presented data of recent referrals of infractions by college saying cheating is the number one offense, specifically the use of unauthorized materials. About 80% of students referred are found responsible, he added. He also listed the different sanctions used by the OSCAI noting the two main sanctions issued are educational sanctions and probation.

Educational sanctions include an academic integrity workshop or seminar about decision-making and social trust as well as one-on-one counseling. This emphasis on character education and moral development is more effective in changing future student behavior than 'punishment' alone, he said. Many institutions only employ grade-related sanctions, because of lack of resources. While committed to an educational mission and student growth, he said the OSCAI does not allow the University's reputation to be put in jeopardy by repeat offenders. In the last year, 11 separations from the institution occurred, most of those involving individuals facing a second offense.

Dr. Shook introduced Erin Kitchell, Director of Academic Integrity, to present a case study of an occurrence in the 2018-2019 academic year. Ms. Kitchell thanked Trustees for being invested and interested in this important topic. She said the incident she would describe presented an opportunity to closely examine the question of how students are cheating in the digital age and what may be different about how they are engaging in cheating behaviors as opposed to years past. She noted the incident that occurred is not unique to the Darla Moore School of Business (DMSB), in fact there are many similar cases across the country and across the University.

She reported students use social learning sites and apps like GroupMe, Quizlet, and Course Hero, which in and of itself can be beneficial and positive, but may also enable negative behaviors such as cheating.

In this particular case, she said, about 200 students in a DMSB management class, used the GroupMe messaging application during a three-day online testing period to engage in cheating (sharing screenshots of the test, and requesting or providing answers). The incident was referred to the OSCAI by a student. After careful investigation of the occurrence, 145 of the students were found to be responsible and 47 not responsible. Sanctions issued included probation and an academic integrity workshop for those found to be cheating and a lesser educational sanction for those found to be complicit. Ms. Kitchell said research shows students are more likely to engage in cheating behaviors if others in their circle are also cheating. This can lead to an acceptance or 'norm' in a particular group/class/college/etc., which is why it is important to effectively address these infractions at all levels of participation. As a result of this incident, the DMSB took steps to address academic integrity through the following initiatives:

- Emailed all faculty in April about the incident and asked faculty to reinforce academic integrity with their students
- Emailed all faculty in August sharing best practices and requirements for syllabus content related to academic integrity
- Hosted a Teaching Practices Exchange for faculty where academic integrity was discussed
- Drafted a Best Practices for Online Teaching for faculty
- Discussed academic integrity with all 1,500 incoming freshmen

In closing, Dr. Shook pointed out the prevailing research and trends on the topic of college cheating. He said cheating behaviors develop most often before students get to college. Participation in e-cheating is on the rise among business students, he noted. He said creating ethical college environments and honor codes does matter and that faculty have a large role in prevention.

A brief discussion ensued around cheating behaviors, especially in online classes and online testing, after which Chair Moody said the report was received as information.

#### IV. Faculty/Student Ratios

Chair Moody called on Interim Provost Harding to present information on student and faculty trends. He said the University's student to faculty ratio, which had been constant was now trending down at 17 to 1. He explained this ratio is derived by taking the total number of full-time faculty plus one-third

of part-time faculty, and dividing it into the total number full-time students plus one-third of part-time students. He discussed other information such as the number of instructional faculty, full-time instructional faculty, and student credit hours by instructional faculty. He said the number of full-time faculty is increasing while the number of part-time faculty is decreasing. He also noted the trend of credit hours taught by tenure and tenure-track faculty increasing whereas credit hours taught by part-time faculty is decreasing, a shift consistent with the University's commitment to providing a high-quality education to students. Reporting on faculty teaching loads, he presented data on median student credit hours per instructional faculty, and median credit hours per instructional faculty.

In response to a question by Trustee Mobley, Dr. Harding said it is a challenge each year to ensure the University's instructional needs are being met, a factor of growing enrollments.

Trustee Jones asked about average class sizes, especially for first-year courses. Dr. Harding responded this varied considerably and he did not have detailed information available. However, he said he would provide it to Mr. Jones as soon as possible following the meeting. He added it was difficult to maintain low class size at the freshman level with growing enrollments.

Mr. Rankin said he would be interested in seeing a breakdown of this information by college and major, as well as compared with peer and peer aspirant institutions. Dr. Harding responded this data was available and he would be happy to provide it outside of the meeting or at a future meeting.

Chair Moody added it would be beneficial to distribute an updated list of the peer and peer aspirant institutions. Dr. Harding said he would send the list to Trustees as soon as possible following the meeting.

Trustee Whittle asked about the status of strategic plans in each college that provide detailed data such as the ratios being discussed. Dr. Harding responded this data exists in the strategic planning dashboard and colleges report yearly on it as part of their budget presentations.

Chair Moody said this report was received as information.

## V. Academic Advising

Interim Provost Harding introduced Claire Robinson, Assistant Dean of Undergraduate Advisement and Director of the University Advising Center. Dr. Robinson reported in the 2014-2015 academic year, an Advising Coordinating Taskforce comprised of faculty, staff and students was established to address concerns, examine best practices and determine how to improve advising at the University. A list of recommendations resulted including: establishing an advisement center, hiring first-year advisors, supporting colleges and schools, offering a comprehensive training/certification program for academic advising, taking a critical look at technology and online resources, ensuring faculty were part of

the mentoring and advising initiative, and also reviewing student responsibility.

She reported the advising structure at USC Columbia is referred to as a shared-split-model, meaning that advising takes place at many different areas across the University such as: in the colleges/schools, advising center, and specialized offices (Athletics, Honors, Study Abroad, etc.). Advisors include both faculty and professional staff members. There are approximately 117 professional staff academic advisors, over 60 academic program advisors (Honors, Galen, Athletics) more than 50 resource advisors (Career Coaches, Success Consultants) and 518 faculty advisors. A coordinated effort is necessary to ensure that a student advised by multiple advisors, receives a consistent, clear message and remains on track to graduate on time, she said.

Research indicates the quality of academic advising is the single most, powerful predictor of satisfaction with the campus environment for students at four-year schools. At USC Columbia, every student is required to be advised each semester in order to register for the following semester. She noted good advising can lead to on-time graduation and help students transition and acclimate to the university, while poor advising can often have the opposite effect.

Over the years, academic advising has changed from the traditional role synonymous with course registration to an expanding, more holistic approach which includes early alert/intervention and helping students to get involved on campus beyond the classroom.

She closed by showing data on how academic advising has changed over the past few years. In Fall 2015, 30% of undergraduate students had an assigned advisor compared with 95% in Fall 2018. She also shared that the percentage of students who said they were extremely satisfied with advising had increased by 22%. Total time students spend with advisors is trending upwards, which is important in light of the growing scope of academic advising, she said.

There was some discussion around best practices, ill advising and addressing common issues identified as a result of student feedback during advising.

Chair Moody said this report was received as information.

## VI. Annual Review of New Programs

Interim Provost Harding, began by reminding those present that the Office of Academic Programs collects data annually on how well new academic programs are meeting projections for enrollments and tuition income in order to assess the health of the program, a process followed for about three to five years.

After referencing the overall summary report, he said of the four new programs at USC Columbia,

one is healthy (Bachelor of Science in Engineering (BSE) in Aerospace Engineering), one is becoming healthy – Master of Engineering (ME) in Biomedical Engineering, and two are unhealthy – Bachelor of Arts (BA) in Chinese Studies and Master of Science (MS) in Information Security.

He explained, the ME in Biomedical Engineering, currently in the yellow, had a late start due to the Commission of Higher Education (CHE) approval process and is expected to grow into a healthy program in the near future.

The unhealthy BA in Chinese Studies degree has experienced lower than projected enrollment and the loss of a dynamic program director. Dr. Harding said plans are underway to combine all undergraduate degree programs housed in the Department of Languages, Literatures, and Cultures into one comprehensive BA degree. All majors in this department will then receive a degree in Languages, Literatures, and Cultures with a concentration in the language(s) of their choice. Once the process of creating and implementing this new degree is complete, the BA in Chinese Studies will be terminated.

The MS in Information Security, which is also in the red/unhealthy category, is being terminated effective Fall 2020 due to lack of student interest and enrollment, he said.

Chancellor Jordan said she was happy to report that all three of USC Aiken's new programs, the Bachelor of Science (BS) in Applied Computer Science, the BS in Applied Mathematics and the Master of Education (MEd) in Educational Leadership, were in the healthy/green category.

Vice Chancellor for Academic Affairs, Eric Skipper, reported that USC Beaufort's two new programs BA in English with Secondary English Language Arts Licensure and BS in Secondary Teacher Education, Biology were healthy programs that were doing well.

Chancellor Brendan Kelly said of the two programs being presented for USC Upstate one, MEd Applied Learning and Instruction, was in the green and the other, Master of Science in Nursing (MSN) in Clinical Nurse Leader, in the red. He said with the additions in specializations to the program, the expectation is the MSN will become healthy in a year.

Chair Moody said these reports would be received as information.

## VII. USC Columbia

### A. Mission Statement Revisions

#### 1. Columbia

Interim Provost Harding reported in preparation for the Southern Association of Colleges and Schools Commission on Colleges (SACSCOC) accreditation report to be submitted September 2020, policies, procedures and mission statements are being reviewed. The USC Columbia

mission statement updates were brought forward in the June Academic Affairs meeting. However, CHE had additional suggestions for non-substantive edits, which were incorporated and are being presented for approval at this time.

Chair Moody called for a motion to recommend approval by the full Board of the proposed revisions to the University of South Carolina Columbia Mission Statement, as presented and described in the materials posted on the Board Portal. Ms. Newton so moved and Mr. Jones seconded the motion. The vote was taken and the motion carried.

2. System

The USC System Mission Statement was also presented at the June Academic Affairs meeting and like the one for USC Columbia, it received additional non-substantive changes proposed by CHE that are being presented for approval.

Chair Moody called for a motion to recommend approval by the full Board of the proposed revisions to the University of South Carolina System Mission Statement, as presented and described in the materials posted on the Board Portal. Mr. Adams so moved and Ms. Newton seconded the motion. The vote was taken and the motion carried.

B. New Dual Degree Program – Darla Moore School of Business and IAE Business School, Universidad Austral, Argentina

The DMSB proposes a Ph.D. in Business Administration dual degree program with the IAE, Universidad Austral, in Argentina. This dual degree is identical to previously presented and approved programs with international institutions such as Emlyon, Chile, and Tec de Monterrey. The DMSB is continuing the effort to establish a consortium of dual degree doctoral (Ph.D.) partners with this proposal. The objective is to enhance the quality and quantity of doctoral students within the DMSB, with a cost-effective design.

Doctoral students will begin study at their home institution for two semesters, matriculate to USC for three semesters to complete their coursework, and then the student develops and completes his/her dissertation primarily back at the home institution. The dissertation is supervised by a committee comprised of faculty from both the partner institution and USC. Students will have a unique opportunity to learn in cross-disciplinary and cross-cultural classroom settings and develop an international colleague network to support research. There are no such existing international business dual degree Ph.D. programs in South Carolina or the southeast.

Chair Moody called for a motion to recommend approval by the full Board of the proposed new

dual degree doctoral program between the University of South Carolina Darla Moore School of Business and IAE Business School Universidad Austral, Argentina, as presented and described in the materials posted on the Board Portal. Dr. Floyd so moved and Mr. Hubbard seconded the motion. The vote was taken and the motion carried.

C. Articulation Agreement – College of Education and Central Carolina Technical College

Dr. Harding reported the purpose of this agreement is to facilitate the transfer of students from Central Carolina Technical College, who have completed their associate degree studies, into the BA or BS degree programs in Early Childhood Education, Elementary Education, and Middle Level Education of the College of Education at the University of South Carolina. The agreement will enable qualified Central Carolina Technical College students to be admitted and seamlessly transfer into one of these programs to pursue a four-year teaching degree, provided they meet all USC admissions requirements.

The agreement is in line with the strategic goal of increasing enrollments and graduates from teacher education programs, he said. Given the current teacher shortage in South Carolina, it is particularly important and timely.

Chair Moody called for a motion to recommend approval by the full Board of the proposed new agreement between the University of South Carolina College of Education and Central Carolina Technical College as presented and described in the materials posted on the Board Portal. Mr. Fennell so moved and Mr. Dozier seconded the motion. The vote was taken and the motion carried.

D. Program Modification/New Program Proposal – College of Education

— Education Doctorate (Ed.D.) in Curriculum & Instruction

The College of Education proposes to modify the current program by making the following four changes:

- Program Name Change from Curriculum and Instruction to Educational Practice and Innovation
- Classification of Instructional Programs (CIP) Code Change
- Concentration Name Change from Education Technology to Learning Design and Technologies
- Addition of Concentration in Education Systems Improvement

Apart from these modifications, the program will remain the same, Dr. Harding noted. A teach out plan for students currently enrolled in the Ed.D. in Curriculum and Instruction will be established to allow these students to complete the program under the old name. The proposed changes more effectively reflect the

current curriculum, as well as student and employer needs.

Chair Moody called for a motion to recommend approval by the full Board of this program modification, as presented and described in the materials posted on the Board Portal. Mr. Mobley so moved and Mr. von Lehe seconded the motion. The vote was taken and the motion carried.

VIII. USC Palmetto College

— Palmetto College Campuses Mission Statement Revisions (USC Lancaster, USC Salkehatchie, USC Sumter and USC Union)

Chancellor Elkins said in conjunction with the University of South Carolina Columbia Mission Statement revisions and in preparation of the upcoming SACSOCOC review, Palmetto College requested approval of updates to the mission statements of the Palmetto College Campuses (USC Lancaster, USC Salkehatchie, USC Sumter and USC Union). This will provide consistency and alignment as all the regional Palmetto Colleges are accredited together with USC Columbia.

Chair Moody called for a motion to recommend approval by the full Board of the revisions to the USC Palmetto College Campuses Mission Statements, as presented and described in the materials posted on the Board Portal. Mr. Mobley so moved and Ms. Newton seconded the motion. The vote was taken and the motion carried.

IX. USC Upstate

Chair Moody called on Chancellor Brendan Kelly to present USC Upstate agenda items.

A. New Programs

1. Bachelor of Science in Cybersecurity

Chancellor Kelly reported the purpose of this degree program is to prepare graduates for employment in the rapidly evolving world of data security and information assurance (cybersecurity). The new program is in direct alignment with USC Upstate's mission of meeting the needs of its community. Employers in the area have indicated that a good academic program with in-depth, hands-on instruction would be of great benefit to the Upstate, as there is currently a talent gap in the cybersecurity field, which needs to be addressed.

Chair Moody called for a motion to recommend approval by the full Board of the proposed Bachelor of Science in Cybersecurity program at USC Upstate, as presented and described in the materials posted on the Board Portal. Mr. Dozier so moved and Mr. Fennell seconded the motion. The vote was taken and the motion carried.

2. Registered Nurse – Master of Science in Nursing (RN-MSN)

Chancellor Kelly said, the Mary Black School of Nursing has a graduate

program with a concentration in clinical nurse leader. Additional tracks are proposed and once approved this proposal allows RN-BSN students to select one MSN track to pursue a graduate degree. Graduates from the RN-MSN track will be prepared to work as Clinical Nurse Leaders, Nursing Leaders, and Nursing Educators. The proposed program is in line with the USC Upstate's mission and strategic plan to offer career relevant, accessible and high-impact academic programs.

Chair Moody called for a motion to recommend approval by the full Board of the proposed program, Registered Nurse – Master of Science in Nursing at USC Upstate, as presented and described in the materials posted on the Board Portal. Mr. Hubbard so moved and Dr. Floyd seconded the motion. The vote was taken and the motion carried.

3. Master of Science in Nursing (concentration Nurse Leader)

The Mary Black School of Nursing proposes to add the Nursing Leader concentration, Chancellor Kelly reported. This concentration will prepare its graduate students by targeting key leadership principles and equipping nurses to be competent leaders in the profession.

Chair Moody called for a motion to recommend approval by the full Board of the proposed Master of Science with concentration in Nurse Leader program, as presented and described in the materials posted on the Board Portal. Mr. Jones so moved and Mr. von Lehe seconded the motion. The vote was taken and the motion carried.

4. Master of Science in Nursing (concentration Nurse Educator)

Chancellor Kelly said the Mary Black School of Nursing proposes to offer a Master of Science in Nursing (MSN) with a concentration in Nursing Education. This is a graduate degree that prepares registered nurses to teach in academic and clinical settings, including staff development. This program will graduate work-force ready nurse educators from an affordable, flexible, and accessible hybrid program.

Chair Moody called for a motion to recommend approval by the full Board of the proposed Master of Science in Nursing program with concentration in Nurse Educator, as presented and described in the materials posted on the Board Portal. Ms. Newton so moved and Mr. Mobley seconded the motion. The vote was taken and the motion carried.

B. Program Modifications

— Bachelor of Science in Business Administration

Chancellor Kelly said the proposed program modification is to add a new concentration in Entrepreneurship and Innovation (ENTR). The ENTR concentration will help

students develop the skills in how to start new companies or manage small business ventures and improve innovation within established organizations. The mission of the Johnson College of Business and Economics, in part, is to prepare diverse students to excel in the dynamic upstate and global economies, produce career-ready graduates, and to positively impact the economic well-being of the Upstate community. This new concentration is a perfect fit for USC Upstate's mission and is a key strategy in attracting new students.

Chair Moody called for a motion to recommend approval by the full Board of the proposed modification to the Bachelor of Science in Business Administration degree program at USC Upstate, as presented and described in the materials posted on the Board Portal. Mr. Adams so moved and Mr. Hubbard seconded the motion. The vote was taken and the motion carried.

C. USC Upstate Faculty Manual Changes

Chancellor Kelly thanked USC Upstate Faculty Senate Chair Dr. Lizabeth Zack for her leadership in the process of performing a comprehensive update to the faculty manual. The new document is more user-friendly and includes new sections and enhancements related to various areas of faculty employment such as governance, hiring, work responsibilities and performance review. Over the course of the year, it was thoroughly reviewed and approved by the USC Upstate Faculty Senate and General Faculty, as well as the University of South Carolina's Office of the General Counsel. He noted the proposed changes were in alignment with other institutions in the USC System and better reflect the type of institution USC Upstate has become.

Chair Moody called for a motion to recommend approval by the full Board of the proposed revisions to the USC Upstate Faculty Manual, as presented and described in the materials posted on the Board Portal. Mr. Dozier so moved and Ms. Newton seconded the motion. The vote was taken and the motion carried.

X. Other Matters

Chair Moody called on President Caslen to report on his recent meetings with the University and community leadership. President Caslen said as the incoming president, he believed it necessary to reach out to engage with students, faculty, staff as well as the University community and he had begun this effort. In regard to engaging with students, he had the opportunity to do so on various occasions, including: Move-in Day, Service Saturday, Hip-Hop Wednesday, University 101, Student Athletics, Multi-Cultural Student Affairs Office events and New Student Convocation. He added he had also reached out to the Student Senate, heard concerns from the Graduate Students Association, established a monthly

students' lunch, and is leading group physical training on Tuesday and Thursday mornings.

Citing examples of faculty outreach, President Caslen reported he had addressed attendees at the Provost's Retreat as well as a meeting of the Council of Academic Deans, participated in the General Faculty Meeting, met with faculty of the Center of Innovation and Higher Education, established a General Faculty Advisory Committee, and established regular meetings with Faculty Senate Chair Mark Cooper. He added it was his intention to spend half a day with each of the deans in their respective college/school in the near future.

Engagement with the greater University community and outside organizations has included: establishing the President's Commission to study the history of the University; publishing an op-ed on mental health in *The State* newspaper; consulting with the Association of Governing Boards (AGB); discussions with Cyber Accreditation and Research Engagement at Fort Gordon, Georgia; and meetings with the South Carolina Army National Guard; meetings with the leadership of Samsung; and meetings with CHE; Columbia Mayor Steve Benjamin; Senator Lindsey Graham; Columbia First Baptist Church's former Pastor Wendell Estep and Brookland Baptist Church's Pastor Dr. Charles B. Jackson.

President Caslen said his second priority is obtaining a good assessment of the University. He said he is working with the AGB for feedback on where the University's programs were and where they needed to go. He noted AGB also would be performing an assessment in regard to Board governance and asked Trustees for their cooperation with this process. He emphasized he wanted to have a good understanding of where higher education was heading in the next 5-10 years, especially in the State of South Carolina. Based on incoming feedback, he said, three important concerns had risen to his attention that needed to be addressed: access, affordability and eligibility. He also shared that his vision for the University is to achieve excellence in all areas (academics, research, diversity, character, and system) and discussed thoughts as well as potential opportunities in each respective category.

Touching on organizational challenges, he noted the positions he currently is working to fill: Provost; Presidential Fellow; Chief of Staff; Chief Operating Officer; Vice President for Communications; Vice President for Development; Vice President for Diversity and Inclusion; Vice President or Director of Compliance and Ethics. He said he also is looking to create a position to take the lead on strategy. He reported he would like Ed Walton to serve as Chief Financial Officer as well as Interim Chief of Staff, noting he would keep the Board fully informed and advised on the selection of these positions.

He listed the following items that he looked to consult/work with the Board on:

- New Budget Process

- Innovation Fund and Excellence Initiative
- Creating a Board of Trustees Finance Committee
- Dual-Reporting Structure (to the Board and the President) for the Internal Audit Function
- MOU Listing the Respective Authorities of the President and of the Board of Trustees.
- UofSC/USC Logo, Branding
- AGB Review of Board Governance

President Caslen reported he was almost ready to conduct a strategic offsite with leadership. He added he looked forward to working closely with the Board's Strategic Planning Committee on this topic as well.

In closing, he showed Trustees the President's Coin of Excellence, which he had minted in order to provide a small but tangible way for 'on-the-spot' recognition of those who excel. He said it was about building a culture of excellence and celebrating excellence when it occurs in a visible, personal way.

Trustee Whittle asked whether an organizational chart, under which the President planned to operate, would be presented to Trustees in the near future to which President Caslen responded in the affirmative. In response to a question from Trustee Williams regarding a drop in the percentage of African American students from 20% in the 1980s to the current 6%, Chair Moody asked that Dr. Pruitt provide greater insight and analysis surrounding this statistic to Mr. Williams following the meeting.

Trustee Burroughs, applauded President Caslen for planning to look at the budget model in detail and said he looked forward to the day he could see a budget and unit financial statements, which were easily understood.

Chair Moody said this report was received as information. She called on Interim Provost Harding for a special presentation to outgoing USC School of Medicine Greenville Dean Jerry R. Youkey.

Interim Provost Harding asked Dr. Youkey to join him at the lectern and be congratulated on receiving the honorary title of Founding Dean Emeritus, University of South Carolina School of Medicine Greenville, effective with his retirement on September 30, 2019. Dr. Harding read the University's recognition to Dr. Youkey and thanked him for his years of distinguished service. Dr. Youkey thanked everyone, saying he was incredibly grateful for the opportunities that working at the University of South Carolina had brought him and he would remain committed to supporting the University once retired.

#### XI. Adjournment

There being no other items to come before the committee, Chair Moody adjourned the meeting at 1:45p.m.

Respectfully submitted,

J. Cantey Heath, Jr., Secretary