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University of South Carolina
BOARD OF TRUSTEES

Student and System Affairs Committee

November 15, 2019

The Student and System Affairs Committee of the University of South Carolina Board of Trustees met at 2:30 p.m. on Friday, November 15, 2019, in the C. Edward Floyd Boardroom at the Pastides Alumni Center.

Members participating were: Mr. Chuck Allen, Chair; Mr. C. Dan Adams; Mr. A.C. "Bubba" Fennell III; Mr. Richard A. Jones Jr.; Ms. Leah B. Moody; Ms. Rose Buyck Newton; Dr. C. Dorn Smith III; Ms. Molly M. Spearman; Mr. John C. von Lehe Jr., Board Chair; and Mr. Hubert F. Mobley, Board Vice Chair.

Other Trustees participating were: Mr. J. Egerton Burroughs; Mr. William C. Hubbard; Mr. Toney J. Lister; Mr. Miles Loadholt; Mr. Eugene P. Warr Jr.; Mr. Thad H. Westbrook III; Mr. Mack I. Whittle Jr.; and Mr. Charles H. Williams II.

Also present were USC Columbia Faculty Senate Chair Mark Cooper and USC Columbia Student Government President Luke Rankin.

Others present were: President Robert L. Caslen Jr.; Secretary J. Cantey Heath Jr.; General Counsel Walter "Terry" H. Parham; Interim Executive Vice President for Academic Affairs and Provost Tayloe Harding; Senior Vice President for Administration and Chief Operating Officer Edward L. Walton; Vice President for Student Affairs and Vice Provost for Academic Support Dennis A. Pruitt; Vice President for Human Resources Caroline Agardy; Vice President for Information Technology and Chief Information Officer Doug Foster; Athletics Director Ray Tanner; Interim Chief Communications Officer and Director of Public Relations Jeff Stensland; Interim Chief Development Officer Will Elliott; Palmetto College Chancellor Susan Elkins; USC Aiken Chancellor Sandra Jordan; USC Beaufort Chancellor Al Panu; USC Upstate Chancellor Brendan Kelly; University Treasurer Pat Lardner; Chief Audit Executive Pam Doran; Associate Vice President for Administration and Finance and Medical Business Affairs Jeffrey L. Perkins III; University Architect, Associate Vice President of Facilities Planning, Design and Construction Derek S. Gruner; Associate Vice President for Student Life Anna Edwards; Executive Director for the Office of

Economic Engagement William D. “Bill” Kirkland; Executive Director of Military Programs and Strategies James E. Smith Jr.; Executive Director for Strategic Initiatives Jack Claypoole; USC School of Medicine Executive Dean Les Hall; USC School of Medicine Senior Associate Dean R. Caughman Taylor; College of Arts and Sciences Dean Lacy Ford; Director of Government Relations Derrick Meggie; Assistant to the President for System Affairs Eddie King; from USC Columbia Student Government Officers: Vice President Sophie Davish, Speaker of the Student Senate Dennis Latham, and Treasurer Kate Lewis; USC students: Sawyer McDuffie, J.D. Jacobus, Bubba Philpot and Patrick Greene; Cynthia Lister, wife of Trustee Lister; Steve Anderson, friend of Trustee Fennell; University Technology Services Production Manager Matt Warthen; and Board staff members Debra Allen and Ina Wilson.

I. Call to Order

Chair Allen called the meeting to order, welcomed everyone and invited those at the table to introduce themselves. Secretary Heath advised no one was participating by telephone. Mr. Stensland introduced Mike Pitts from the *Post and Courier*.

Chair Allen said 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 provided to the committee; and a quorum was present to conduct business.

II. USC Columbia Student Government Collaborations and Initiative

Chair Allen called on Student Government President Luke Rankin who introduced Student Government officers: Vice President Sophie Davish, Speaker of the Senate Dennis Latham, and Treasurer Kate Lewis. Mr. Rankin provided a brief overview of the Office of Student Government President, noting there are eight staff positions as well as a cabinet of secretaries comprised of student leaders from across campus. The newly created Secretary of Carolina Life, Secretary of Inclusion and Equity, and the Secretary of Campus Outreach, and others meet weekly to work on campus and community issues.

Mr. Rankin summarized several initiatives accomplished in 2019. He thanked President Caslen and Chair von Lehe for their assistance in implementing the Bull Street Garage alternative payment methods. Previously the garage only accepted Carolina Cards and cash; but visitors, students and families may now pay with Mobile Pay, Google Pay, Apple Pay, Samsung Pay, as well as debit and credit cards.

Mr. Rankin next thanked Dean McNally and Mr. Walton for renovations to the fourth floor of the Thomas Cooper Library. He said students are excited about the new space, which is more conducive to collaborative study and silent study.

Highlighting other accomplishments, Mr. Rankin said Student Government created USC's first 9/11 programming event, which included the unveiling of a Purple Heart parking space for USC students who are wounded combat warriors. He then noted recent Student Government partnerships included the Second Annual Veterans Day 5K sponsored with the Student Veteran's Association, which raised more than \$13,000 for construction of Fisher House, a facility where military families can stay on the campus of the Dorn VA Medical Center while relatives receive medical care. Student Government also formed its first SEC partnership with the University of Georgia's Extra Special People (ESP) initiative to raise awareness for those with Down Syndrome and other learning differences and disabilities. Trustees were shown a video promoting this initiative.

The first ever South Carolina Student Collaborative and Student Government Summit was held at summer's end bringing together representatives from in-state, four-year public and private institutions to address issues affecting students across the state. Trustees were shown a video highlighting the areas of focus such as issues of equity and inclusion and how students work with the universities' government relations staffs on local, state and national levels.

Concluding, Mr. Rankin thanked Dr. Pruitt for appointing him to serve on the South Carolina Commission on Higher Education Advisory Committee led by former Governor James H. Hodges. The committee's focus is on identifying pipelines that will ensure higher education is accessible and affordable. "Being able to see leaders from across the state come together to tackle these and other issues that affect higher education and how we are creating a pipeline for K-12 has been exceptional," he said.

Addressing development of recruitment pipelines, President Caslen said the University's comprehensive and regional campuses were effectively bringing students onto their campuses. He asked Chancellor Sandra Jordan to speak to what USC Aiken has done to successfully bring students onto that campus.

Chancellor Jordan said through the Ruth Patrick Science Education Center, USC Aiken brought 80,000 K-12 students to the campus. The University also has started a high school on the campus.

Student Government Vice President Davish spoke about creating long-term programming to fill student body needs gaps. The first programming initiative created was KEY (Knowledge Empowers You) Week, which helped ensure students are aware of resources available at the Career Center.

Addressing mental health was the second programming initiative. Three events were held that included a mental health panel hosted in conjunction with the Residence Hall Association targeting

freshmen and sophomores, a panel to help students learn about different mental health resources available on campus and healthy coping mechanisms going into finals week, and STIGMA for USC, which focused on reducing the stigma surrounding mental health. In addition, Hilinski's Hope and Bystander Intervention Step Up Training held a mental health workshop on November 3 and developed a program to reach student leaders.

The third programming initiative was establishment of the Carolina Closet—a physical closet of donated professional clothing from which students with a CarolinaCard may rent five items of professional clothing. Ms. Davish said this is a cost-effective way for students to obtain professional clothing needed for internships and job interviews.

Speaker of the Student Senate Latham, a political science junior minoring in economics, provided an overview of the Student Senate, of which he oversees a staff of five who work to ensure the Student Senate, comprised of 50 student senators representing 12 districts within the USC Columbia campus, is visible and works efficiently with school administrators. They serve on one or more of nine standing committees and report to the Student Senate during its Wednesday weekly meetings, which are live-streamed to the student body. A new committee structure was created to ensure the committees match students' areas of focus. Mr. Latham said legislation fundamentally separates the Student Senate from any other body on campus. There were 54 pieces of legislation introduced this year. Funding is provided in part by the Student Activity Fee.

The Student Senate passes resolutions and makes recommendations in areas where it would like things accomplished. Three notable accomplishments this year include the addition of security cameras to the Bull Street Garage, renovations to the shuttle system, and the addition of Open Educational Resources (OER) designations for class registration, Mr. Latham said.

Mr. Latham said his goals are to increase awareness of the 50 Senators who make up the Student Senate so students are assured these individuals are advocating for them at the highest level; to create transparency; and to make his office more efficient. He is also working with Dr. Mark Cooper to strengthen the collaborative bond between the Student Senate and Faculty Senate.

Student Government Treasurer Kate Lewis, a senior political science major from Richmond, Virginia, provided an overview of her office and the budgets with which she works. The Treasurer's Office is comprised of seven student comptrollers acting as financial advisors to the 500+ student organizations, an internal staff of five students, and the Senate Finance Committee. Funds allocated from

the Student Activity Fee support programs that enhance the student experience. The Senate Finance Committee meets every Friday and accepts requests for funding for conferences, competitions, and free and open-to-all student events on campus.

Chair Allen commended the students for their outstanding and informative presentations and said their presentations were received as information.

III. Report on Organizational Assessment of System Affairs

Chair Allen called on USC Upstate Chancellor Brenden Kelly for a report on the organizational assessment of system affairs requested by Trustees and President Caslen. Chancellor Kelly said the guiding principles of the assessment focused on affordability, accessibility, and opportunity. The USC system is designed to serve every South Carolinian and the assessment was a test to determine how well the University is delivering on that promise.

Chancellor Kelly provided an overview of a series of recommendations for service excellence that he shared with the Chancellors and discussed with President Caslen. First, thinking locally should be the driver in the way policy is created and policy authority is refined as a university system. Thinking locally requires assessing the needs and expectations of audiences moving forward. To create systemic improvement, the University needs to look at the source of the policy action, identifying it as board level, presidential level, or other administrative levels.

Second, the shift in policy authority needs to be actualized and operationalized to ensure there is a genuine system leadership model. Though there are a wide variety of administrators who have different types of responsibilities systemwide, there are only five positions that take full responsibility over each of the institutions of which they are in leadership — the president and the chancellors. Developing a USC System Leadership Council under the president's authority, he said, would formalize the way in which business is conducted.

Third, the University needs to have system accountability; goals and measures to assess performance. Fourth, other models related to governance should be assessed. Chancellor Kelly noted the USC Board of Trustees is the only board in the state responsible for multiple institutions.

The final section of the report focuses on performance improvement. In addition, mechanisms for focusing on policy and transaction costs need to be developed. The cost of doing business in a large bureaucracy is high and understanding the transaction cost is critical, he said.

Chancellor Kelly said the University system needs to accept and encourage high impact autonomy. Campuses need to be healthy and competitive in the segment of the market they are designed to address and, as a University system, essential competition should be nurtured and protected. Fundraising, alumni relations, enrollment strategy, local advocacy, and the building of mutually beneficial partnerships, especially inside of regions, are based on high impact autonomy and essential competition.

Chancellor Kelly said the hope of those who contributed to the organizational assessment is there will be a focus on service excellence moving forward.

Chair Allen asked if each recommendation could be developed in more detail. Chancellor Kelly said the recommendations would have to be operationalized in a collaborative fashion.

Trustee Moody asked about the report's reference to delegation of authority, citing legal issues related to the board's authority, its fiduciary duties, and its liability.

Dr. Cooper expressed interest in the report's proposed system leadership council, noting it would require a great deal of collaboration.

Chair Allen thanked Chancellor Kelly and said the presentation was received as information.

IV. Other Matters

Trustee Mobley asked for a status update on the Pathway Program. Dr. Pruitt responded that the Pathway Program is an offshoot of the Gamecock Gateway Program started with Midlands Technical College. It was launched this year as a pilot program at USC Lancaster with 50 students. He assured the committee that although the program is slightly behind because it began late in the school year, it has not been abandoned.

Trustee Moody asked about the difference in SAT score standards between in-state and out-of-state applicants as well as diverse candidates. Dr. Pruitt said out-of-state SAT scores are 85 points higher, which brings up the profile of a class. The difference in SAT scores for diverse candidates is 120 points. He said there are 1,100 institutions around the country, most of which are private, that have gone "test optional" to drive applications. USC handles admissions based on test scores, high school rank, and grade point average. The formula is adjusted to give less weight to SAT scores and more to high school grades, he said. Holistic admissions are considered for students identified as being on the bubble but have potential to be better than their test scores. Efforts are made to identify those students and ensure they are given every opportunity to succeed, he said.

Trustee Spearman noted more students are taking technical education pathways. She added it would be interesting to see the number of available students in South Carolina, where they apply and where they attend. Chair Allen said he believes the University gets out recruited, and he reiterated the need to discuss enrollment management in the system. Dr. Pruitt noted the University has the highest African American enrollment in the country, next to Maryland, and graduates more African American students than any institution except for Maryland and Rutgers.

Discussion continued as to how the University can better communicate admissions statistics to state legislators. Trustee Newton said Trustees need to be better informed in order to more fully communicate how the University is carrying out its mission to educate students across South Carolina. Trustee Moody added there needs to be an emphasis on the University's mission for recruiting and admitting minority students.

V. Adjournment

There being no other business to come before the committee, Chair Allen declared the meeting adjourned at 4:00 p.m.

Respectfully submitted,

J. Cantey Heath, Jr.
Secretary