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University of South Carolina

BOARD OF TRUSTEES

Ad Hoc Committee on Strategic Planning

November 29, 2011

The Ad Hoc Committee on Strategic Planning of the University of South Carolina Board of Trustees met on Tuesday, November 29, 2011, at 9:00 a.m. in the 1600 Hampton Street Board Room.

Members present were: Mr. Mack I. Whittle, Jr., Chairman; Mr. Herbert C. Adams; Mr. W. Lee Bussell, Sr.; Mr. William C. Hubbard; Mr. William W. Jones, Jr.; Ms. Leah B. Moody; Mr. Thad H. Westbrook; Mr. Miles Loadholt, Board Chairman and Mr. Eugene P. Warr, Jr., Board Vice Chairman. Mr. John C. von Lehe, Jr. was absent.

Other Trustees present were Mr. J. Egerton Burroughs; Mr. Thomas C. Cofield; Dr. C. Edward Floyd; and Mr. Hubert F. Mobley.

Others present were: President Harris Pastides; Secretary Thomas L. Stepp; Secretary-Elect Amy E. Stone; Vice President for Academic Affairs and Provost Michael D. Amiridis; Chief Financial Officer Edward L. Walton; Chief Information Officer and Vice President for Information Technology William F. Hogue; Vice President for Student Affairs and Vice Provost for Academic Support Dennis A. Pruitt; Vice President for Communications Luanne Lawrence; Vice President for Research Prakash Nagarkatti; Vice President for Human Resources Chris Byrd; General Counsel Walter (Terry) H. Parham; Vice President for University Development and Alumni Relations; Vice Provost and Executive Dean for Extended University Chris C. Plyler; Dean of USC Lancaster John Catalano; Senior Vice Provost and Director of Strategic Planning Christine W. Curtis; Vice Provost and Dean of Undergraduate Studies Helen I. Doerpelinghaus; Vice Provost Timothy Doupnik; Vice Provost and Dean of Undergraduate Studies Lacy Ford; Associate Vice President for Finance and Budget Director, Division of Business and Finance, Leslie Brunelli; Director of the Office of Institutional Assessment and Compliance and Assistant Provost Philip S. Moore; Director of State Relations Trey Walker; Director of Facilities, Division of Business and Finance, Thomas D. Quasney; Executive Assistant to the President for Equal Opportunity Programs Bobby Gist; Director of Governmental and Community Relations and Legislative Liaison Shirley D. Mills; President of the Student Government Association Joseph Wright; Assistant Vice President of Higher Education Development, National Student Clearinghouse Cameron Howell; Managing Director for Higher Education Services, Huron Consulting Group, William A. Jenkins; Manager for Health and Education Consulting, Huron Consulting Group, Benjamin Kennedy; and Director of the Office of Media Relations Margaret Lamb.

Chairman Whittle called the meeting to order. Ms. Lamb introduced a member of the media who was in attendance. Chairman Whittle stated that notice of the meeting had been posted and the press notified as required by the Freedom of Information Act; the agenda had been circulated; and a quorum was present to conduct business.

Following a brief introduction from President Pastides, Dr. Christine Curtis presented an overview of Focus Carolina - the University of South Carolina's Strategic Plan outlining key decision making for USC in the next decade and beyond. Focus areas were: quest for quality, leadership, innovation, diversity, access, global competitiveness, community engagement and achievement. Within each of these seven focus areas were goals which the University was committed to attaining.

Other goals included improvement of student retention and on-time graduation; increasing access to the baccalaureate degree through USC's regional campuses; and engaging further with communities.

Provost Amiridis reviewed in detail the comprehensive dashboard which had been established to measure and monitor the University's progress in the various focus areas. These metrics will allow the University to document and monitor progress; compare and contrast with other institutions; set targets for the future; develop strategies to achieve these targets; and allocate resources to support these strategies.

He commented that a global research university was characterized by innovative teaching; robust research and community engagement and that the goal of the Office of the Provost was to enhance the quality of the University's academic programs.

Student dashboard parameters included total undergraduate enrollment; average SAT score; Freshman-Sophomore retention rate; and six-year graduation rate.

Dashboard parameters for faculty included student-to-faculty ratio; research expenditures; national awards; and doctoral degrees.

Provost Amiridis detailed the strategies surrounding each one of the dashboard parameters noting that each one was influenced by the fact that University enrollment was currently at capacity. He cited the current size of laboratories and classrooms; faculty and student services staff; and residence halls as indicators.

He also listed those higher education institutions considered peers and peer aspirants. The former group included Rutgers University; University of Connecticut; University of Georgia; University of Kentucky; and University of Tennessee. Peer aspirant institutions were Indiana University; University of Maryland; University of Missouri; University of North Carolina; and University of Virginia.

Following this report, Mr. Kennedy summarized findings regarding the potential to increase student retention and thereby confer more degrees at Carolina. He noted that several elements were in place at the University to "help beat the graduation odds" including a University-wide culture and data-driven attention focused on timely

graduation; high participation in the University 101 courses (a first year student program to help new students make a successful transition to the University of South Carolina, both academically and personally). It aimed to foster a sense of belonging, promote engagement in the curricular and co-curricular life of the university, articulate to students the expectations of the University and its faculty, help students develop and apply critical thinking skills, and help students clarify their purpose, meaning, and direction); improved instruction in gateway courses. A new Supplemental Instruction Program had been created to improve pass rates in several large lecture classes and other courses that historically had been stumbling blocks for many students. These gateway courses included Math 141, Biology 101 and 102, Chemistry 111 and 112, History 111, and Psychology 101; intrusive advising for at-risk and early-warning students; ample support resources; high-engagement courses; and customized approaches for at-risk populations.

The Committee heard an in-depth report from Huron Consulting Group about the potential formation of Palmetto College. By utilizing the existing regional campuses, Palmetto College had the potential of bringing more baccalaureate programs to qualified South Carolinians. It will be organized and governed as a separate college within the USC system. By having the existing four-year institutions confer these bachelor degrees, Palmetto College can utilize the current accreditation of the senior campus degree programs.

Distance education and other technological delivery methods will provide all South Carolinians with access to quality baccalaureate programs. Virtual locations will make it feasible to offer a wide range of majors and courses unlike a single location. Existing campuses will make an excellent "home base" for these students, for their library resources, for advising, and for some class work.

Anticipated was a potential student profile of adults who often juggled work and parenting; University non-completers or technical college grads; place-bound residents of marginalized communities; and first-time college families.

Ms. Brunelli and Mr. Walton presented an overview of the University's indebtedness. Mr. Walton commented that the Office of Business and Finance was preparing financial and physical plant metrics in a dashboard that reflected the economic productivity behind the University's academic and operational goals.

They were also producing the first comprehensive annual financial report to broaden the information for the President and the Board. Barclays will join them at the next meeting to discuss in depth about debt and capacity and market trends. The Committee was refining this information to work toward a Board of Trustees presentation in the near future.

Mr. Walton concluded that the 21st century business model for higher education was not the "Old State University" run by the state and financed by the taxpayer for the

public good. The current business model was customer based and filled with risks and expectations by the customers, the public and the government.

Since there were no other matters to come before the Ad Hoc Committee on Strategic Planning, Chairman Whittle declared the meeting adjourned at 1:40 p.m.

Respectfully submitted,

Thomas L. Stepp
Secretary