

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

University of South Carolina
BOARD OF TRUSTEES

Academic Affairs and Faculty Liaison Committee Meeting

March 17, 2016

The Academic Affairs and Faculty Liaison Committee of the University of South Carolina Board of Trustees met at 1:22 p.m. on Thursday, March 17, 2016, in Library Room 237 on USC Beaufort's Hilton Head Gateway Campus.

Members present were: Mr. Thad H. Westbrook, Chairman; Mr. Mark W. Buyck Jr.; Mr. Thomas C. Cofield; Mr. A.C. "Bubba" Fennell III; Mr. William W. Jones Jr.; Mr. Hubert F. Mobley; Mr. Mack I. Whittle Jr.; Mr. John C. von Lehe Jr., Board Vice Chairman; and Mr. Eugene P. Warr Jr., Board Chairman.

Absent was: Mrs. Paula Harper Bethea.

Other Board members present were: Dr. C. Edward Floyd; Mr. Toney J. Lister; Mr. Miles Loadholt; Ms. Leah B. Moody; and Dr. C. Dorn Smith III.

Also present was: Faculty Senate Chair August E. "Augie" Grant.

Others present were: President Harris Pastides; Secretary Amy E. Stone; General Counsel Walter "Terry" H. Parham; Provost Joan T.A. Gabel; Chief Operating Officer Edward L. Walton; Chief Financial Officer Leslie Brunelli; Vice President for Student Affairs Dennis Pruitt; Vice President for Human Resources Chris Byrd; Chief Communications Officer Wes Hickman; Chief of Staff, President's Office, J. Cantey Heath Jr.; Athletics Director Ray Tanner; Palmetto College Chancellor Susan Elkins; USC Aiken Chancellor Sandra Jordan; USC Beaufort Chancellor Al Panu; Executive Vice Chancellor for Academic Affairs, USC Aiken, Jeff Priest; Executive Director of Audit & Advisory Services Pam Doran; USC Beaufort Chief Information Officer Eddie King; USC Beaufort Vice Chancellor for Enrollment Management Mack Palmour; USC Beaufort Interim Executive Vice Chancellor for Academic Affairs Gordon Haist; USC Columbia Student Government (SG) President Michael Parks; former USC Columbia SG President Jonathan Kaufman; and Board staff member Debra Allen.

Chairman Westbrook called the meeting to order and invited committee members to introduce themselves. He stated that 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. Hickman informed the committee that no members of the media were in attendance.

Chairman Westbrook stated that there were personnel matters dealing with honorary academic titles, tenure and promotion recommendations, appointments with tenure, and honorary degree nominations that were appropriate for Executive Session. Mr. Mobley moved to enter Executive Session and Mr. Cofield seconded the motion. The vote was taken and the motion carried.

The following individuals were invited to remain: Trustees, Secretary Stone, President Pastides, members of the President's Executive Council, Ms. Doran and Dr. Grant.

EXECUTIVE SESSION

RETURN TO OPEN SESSION

I. Faculty Hiring Rubric

Provost Gabel reported that creating the Faculty Hiring Rubric was an important component of strategic planning on the academic side of the house. With many faculty approaching retirement and the University's continuing growth, she said it was important to have data in order to form a strategic plan around faculty hiring that is more than an educated guess.

Provost Gabel said that consultants from Accenture were brought in with the objective to form a five-year hiring rubric by answering two key questions: 1) How many faculty does the University need and where are they needed? 2) Given its constraints, how does the University prioritize? Additional considerations in this process included the following components:

- Teaching: Maintaining desirable faculty to student ratios and ensuring top quality instruction
- Research: The University's Carnegie Status and the need to ensure that the research mission does not get diluted in the process of fulfilling the teaching mission
- Innovation: Being proactive and bringing in fresh intellectual ideas to create top-ranked programs
- Diversity: Building a diverse, inclusive campus that reflects the society served by the University

Accenture spent about six weeks on campus analyzing and synthesizing existing University data to accomplish the objective. The model that was developed is a good starting point with projections that go out five years. Each year as new data becomes available, the projected number will be replaced by the actual number and the information will get adjusted accordingly. Provost Gabel presented the summary output of the University Hiring Rubric, based on current input. She also shared some sample versions of what an individual college output would look like and gave examples of additional data/information that would now be available as a result of creating this tool.

In response to questions from Trustees, she said that the University's number of Adjunct/Affiliate/Temporary faculty was not disproportionately high as compared to other universities nationally. She added that as an overall strategy, the university's goal was to keep this number as low as possible. Responding to a question about approaching faculty retirements, Provost Gabel said that overall the University's faculty gets stronger and more prestigious every year.

Trustee Whittle thanked the Provost commenting that this was a very well-done, professional model that allowed the necessary drill-down of the data to aid in forming strategic decisions. President Pastides asked if there was an opportunity to share this with other campuses by having Accenture offer its

services to create similar models for other campuses at a cost-savings. Provost Gabel said she felt certain that Accenture would be pleased to work with the other campuses, if there was interest.

Chairman Westbrook stated that this report was received as information.

II. USC Faculty Manuals

A. USC Aiken

Chancellor Sandra Jordan presented the recommended changes saying there was one addition to the Promotion and Tenure Policy and several “language changes” throughout the manual for the purpose of clarity.

Chairman Westbrook called for a motion to recommend approval by the full Board of the requested USC Aiken Faculty Manual changes. Mr. Cofield so moved and Mr. Buyck seconded the motion. The vote was taken and the motion carried.

B. USC Beaufort

Chancellor Al Panu reported that the requested Faculty Manual changes were not substantive in nature but primarily for consistency and clarity at the recommendation of the legal department.

Chairman Westbrook called for a motion to recommend approval by the full Board of the requested USC Beaufort Faculty Manual changes. Mr. Buyck so moved and Mr. Fennell seconded the motion. The vote was taken and the motion carried.

III. Other Matters

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

IV. Adjournment

Since there were no other matters to come before the committee, Chairman Westbrook declared the meeting adjourned at 2:00 p.m.

Respectfully submitted,

Amy E. Stone
Secretary