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University of South Carolina
BOARD OF TRUSTEES

Academic Affairs and Faculty Liaison Committee Meeting

June 10, 2016

The Academic Affairs and Faculty Liaison Committee of the University of South Carolina Board of Trustees met at 10:00 a.m. on Friday, June 10, 2016, in the Alumni Center Boardroom.

Members present were: Mr. Thad H. Westbrook, Chairman; Mrs. Paula Harper Bethea; Mr. Mark W. Buyck Jr.; Mr. Thomas C. Cofield; Mr. A.C. "Bubba" Fennell III; 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: Mr. William W. Jones Jr.

Other Board members present were: Mr. J. Egerton Burroughs; Mr. Toney J. Lister; Mr. Miles Loadholt; Ms. Leah B. Moody; and Mr. Charles H. Williams.

Also present were: Faculty Senate Chair August E. "Augie" Grant and Faculty Liaison Committee members Christian Anderson, Hendrikus van Bulk and Eva Monsma.

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; Chief Information Officer William F. Hogue; Chief Communications Officer Wes Hickman; Chief Diversity Officer, John Dozier; Athletics Director Ray Tanner; Vice President for Student Affairs Dennis Pruitt; Vice President for Human Resources Chris Byrd; Vice President for System Planning Mary Anne Fitzpatrick; Chief of Staff, President's Office, J. Cantey Heath Jr.; Senior Vice Provost and Dean of Graduate Studies Lacy Ford; Palmetto College Chancellor Susan Elkins; Deputy Athletics Director Charles Waddell; Senior Associate Athletics Director Judy Van Horn; Chief Financial Officer, Athletics Department, Jeff Tallant; Senior Associate Athletics Director, Development & Gamecock Club, Jeff Crane; Executive Director of Audit & Advisory Services Pam Doran; Executive Director of Economic Engagement Bill Kirkland; Executive Vice Chancellor for Academic Affairs, USC Aiken, Jeff Priest; USC Aiken Vice Chancellor for Finance and Administration Joe Sobieralski; Director of Academic Programs, Provost's Office, Kristia Finnigan; Executive Assistant to the President for Equal Opportunity Programs Bobby D. Gist; Director of Governmental and Community Relations and

Legislative Liaison Shirley D. Mills; Assistant Director of the Office of Equal Opportunity Carl R. Wells; Dean of University Libraries, Thomas F. McNally; Dean for the College of Education Lemuel Watson; Senior Associate Dean for Arts, Humanities, and Social Sciences, College of Arts and Sciences, Anne Bezuidenhout; Senior Associate Dean for Academic Affairs, Arnold School of Public Health, Cheryl Addy; Physical Education and Athletic Training Department Chair, College of Education, Lynda Nigel-Charles; Exercise Science Department Chair, Arnold School of Public Health, James Carson; Senior Associate Dean for Research and Academics, Darla Moore School of Business, Brian Klaas; Chair of Computer Science and Engineering, College of Engineering and Computing, Manton Matthews; Director of the Center for Information Assurance Engineering Csilla Farkas; USC Beaufort Interim Executive Vice Chancellor for Academic Affairs Gordon Haist; USC Upstate Interim Vice Chancellor for Academic Affairs and Director of Graduate Studies Clifton Flynn; USC Upstate Associate Dean, College of Arts and Sciences, Rob McCormick; USC Upstate, Program Director for Engineering Technology Management, Tim Ellis; USC Lancaster Executive Dean Walter Collins; USC Salkehatchie Executive Dean Ann Carmichael; USC Sumter Executive Dean Michael Sonntag; USC Union Executive Dean John Catalano; Associate Provost for Palmetto College Campuses and Dean of Extended University Chris Nesmith; Executive Director of the Office of Institutional Research and Assessment Sabrina Andrews; My Carolina Alumni Association Executive Director Jack W. Claypoole; My Carolina Alumni Association Senior Director of Operations Kevin Grindstaff; Heather Heckman, Moving Image Research Collections, University Libraries; Intercollegiate Athletics Committee Representatives Kent Eddy and Toni Torres-McGehee; USC Columbia Student Government Vice President Ross Lordo; University Technology Services Production Manager Matt Warthen; and Board staff members Debra Allen, Terri Saxon and Ina Wilson.

I. Call To Order

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 present but that he was expecting media attendance. Michael Boddie with the *Daily Gamecock*, entered the room during the course of the meeting.

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, Dr. Grant and Faculty Liaison Members.

Return to Open Session

II. Movietones Update

Dean Tom McNally began by thanking the committee for the opportunity to present an update about the University Libraries Moving Image Research Collections (MIRC), which includes the University's film and video materials and is housed in a warehouse on Catawba Street. He said the MIRC unit was established in 1980 with the gift of the Fox Movietone News collection. Since then, a number of other collections had been acquired and soon the newest addition, the United States Marine Corps Film Repository, would be added.

The committee viewed a compilation of some of MIRC's film clips, including footage from the Marine Corps and Movietone collections, the WIS-TV archive and home movies depicting life in the community and state.

He reported that most of the film is kept in the warehouse inside cold storage units. Due to its hazardous nature, the nitrate film is stored in munitions bunkers at Fort Jackson where it is kept as cold and dry as possible, but this storage is far from optimal. There are more than 16,000 reels of nitrate film in the Fox collection. Approximately 900 of those have been identified as at risk of loss, and sadly about five reels each year are lost to decomposition.

Dean McNally said that scanning the film to create a digital surrogate for this footage and thus preserve it in digital form had been a longtime goal. He explained that preservationists suggest that true digital preservation would be to scan to 4K in an unsuppressed format. However, it has become evident that this goal is unattainable with current funding and technology as it would require tens of millions of dollars. In order to move forward, a less ambitious plan to scan to 2K in a compressed format is now the new goal. He pointed out that although not perfect, it would be good enough and would allow the film's content to be preserved and easily accessed. The cost for this scanning and storage would be in the hundreds of thousands rather than the tens of millions and the hope is to have Movietone completely scanned in the next two to five years.

President Pastides commented that it should not be overlooked that a lot of the footage shown by

Dean McNally has never been seen before, by anyone. This is because it is raw footage that is just as it was filmed, unedited. Fox only used a tiny portion of what its cameramen shot; the vast majority of the collection was never shown. President Pastides added that he attempted to monetize this during the recent capital campaign but was unsuccessful. While there was interest in licensing film from the University had it been in digital format already, no one was willing to invest the necessary monies in the digitization of the film.

Trustee Fennell asked if the scanning process could be sped up to prevent further degradation and loss of this treasure. Dean McNally responded that it was a money issue. He said that University Libraries currently has two scanners to complete the work. With additional scanners and personnel this could be sped up, but at \$250,000 per scanner this cost prohibitive. Mr. Fennell said that he felt the risk of further loss due to chemical degradation was too great and something needed to be done quickly to preserve these treasures.

Trustee Buyck said he agreed with Trustee Fennell that the preservation process needed to be sped up. After some discussion, Chairman Westbrook proposed further conversation and outreach on this topic in the near future.

Chairman Westbrook stated that this report was received as information.

III. Palmetto College Update

Chancellor Susan Elkins said she was happy to have the opportunity to provide an update on Palmetto College. She said she would provide an overview of the program's first three years as well as a look into the future. She began by reminding the committee that Palmetto College encompassed the following: Palmetto College Campuses, Online Bachelor's Degree Completion Program and the Extended University and Fort Jackson sites.

Fall 2015 enrollment numbers for the Palmetto College Campuses were as follows: USC Lancaster 1,722 (215 students in bachelor degree completion programs); USC Salkehatchie 1,109 (94 students in bachelor degree completion programs); USC Sumter 901 (71 students in bachelor degree completion programs); and USC Union 560 (108 students in bachelor degree completion programs).

Chancellor Elkins said that raising the level of education in South Carolina was very important and Palmetto College was helping the two-year institutions offer education beyond the associate degree level by making the option of pursuing a bachelor's degree more accessible.

She noted that Palmetto College Online began with seven initial bachelor degree programs in employable fields that are in high demand in the workforce: Elementary Education, Liberal Studies, and

Organizational Leadership – sponsored by USC Columbia; Business – sponsored by USC Aiken, Human Services – sponsored by USC Beaufort; Criminal Justice and Nursing RN/BSN – sponsored by USC Upstate.

Chancellor Elkins then reported the following highlights for the first three years of Palmetto College, Fall 2013 – Spring 2016:

- 522 degrees conferred
- Enrollment growth from 503 to 758 students enrolled as Palmetto College majors
- 13,289 seats filled in 484 Palmetto College online courses
- Students from 44 of the state's 46 counties served
- Significant financial benefits realized by all Palmetto College Campuses (over \$31 million in new revenue generated and shared in the system).

Looking into the future, Chancellor Elkins shared that seven additional Palmetto College online majors would be launched in the coming academic year. Four programs will begin in Fall 2016 (Information Science - Columbia; Health Promotion and Hospitality Management - Beaufort; Information Management Systems - Upstate) and the remaining three in Spring 2017 (Accounting and Special Education - Aiken; Health Informatics - Upstate). She added that a statewide marketing campaign was planned for the summer in order to promote these new Palmetto College online majors. Other new initiatives are the Palmetto College Chancellor's Innovation Grants, and partnerships with area technical colleges. Chancellor Elkins said focusing on achieving System/Palmetto College campus efficiencies continues to be a priority in an effort to keep doing more with less. She closed by sharing some student success stories with the committee.

Trustee Buyck asked how incoming funds are distributed. Chancellor Elkins responded that monies are sent back to the institutions with a portion of the funds being earmarked and some available to be allocated at the discretion of the institution.

Chairman Westbrook stated that this report was received as information.

IV. New Programs – Master of Science in Information Security (MSIS), College of Engineering and Computing, USC Columbia

Provost Gabel reported that Information Security is one of USC's strategic directions and this program would provide curricular support for the SC Cyber initiative. She said that enrollments in existing information security courses were steadily increasing and noted that the job market was projected to experience a 37% increase in demand for information security professionals. The Provost added that

USC is the only National Security Agency/Homeland Security “Center of Academic Excellence in Information Assurance” in the state; therefore, it made great sense to offer this kind of degree instead of only electives. Hosting the MSIS would also further enhance the University’s reputation in this area.

She said the program is expected to operate in the black as it uses existing faculty and courses. Enrollment projections are modest (growing from 8 to about 15 within five years) due to the fact that this would be a highly demanding program, requiring a very specific skill-set. She closed by saying that this was an important part of the portfolio of offerings that the University should be making available, especially, in light of the increased demand in this area, the partners the University is working with and the low upfront investment required.

Trustee Moody asked about expected starting salaries for graduates of the proposed program as this information is always requested by the Commission on Higher Education. Provost Gabel responded that the expected starting salary information would be included in the report that goes to the Commission of Higher Education.

Chairman Westbrook called for a motion to recommend approval by the full Board of the requested new program Master of Science in Information Security (MSIS) in the College of Engineering and Computing. Mr. Mobley so moved and Mrs. Bethea seconded the motion. The vote was taken and the motion carried.

V. New Dual-Degree Programs – Aalto University, School of Business, Helsinki Finland and Darla Moore School of Business, USC Columbia

Provost Gabel said this program was another in the series of highly successful dual degrees the Darla Moore School of Business (DMSB) has brought before the Board - similar to the partnerships with Mannheim University, Germany; Bocconi University, Italy; ESCP, France; Koç University, Turkey. She informed the committee that Aalto was formed in 2010 by a merger of three universities in Helsinki and has become a world leader in “design thinking,” which is a new area of professional education focused on multidisciplinary-based, innovative problem solving.

She informed the committee that the proposed dual degree would afford USC students the opportunity to earn the USC MIB degree and also the Aalto MIB degree with a minor in Design Thinking. The intent is to selectively recruit students graduating from the Marketing Scholars program, she stated. A key objective is to prepare these students for careers targeted toward the South Carolina Creative Industries Cluster, one of 15 industry cluster priorities identified by New Carolina. The Provost reported that so far only Stanford and the University of Virginia have established curricula using the progressive design thinking approach. Aalto is a highly regarded academic institution; its Master in Management is

ranked #4 in the world. Adding a dual degree with Aalto further strengthens the USC Darla Moore School of Business brand.

Trustee Whittle asked how these dual-degree partnerships are formed. Dr. Brian Klaas responded that Dr. Kendall Roth, DMSB Senior Associate Dean for International Programs and Partnerships, has many international contacts that he reaches out to in order to partner with some of the best international universities. Provost Gabel added that Dr. Roth is very highly regarded in the international business world and many colleagues, in fact, reach out to him seeking to form partnerships. President Pastides suggested that Dr. Roth be invited to provide an update to Trustees on the DMSB's international business program at a future meeting.

Chairman Westbrook called for a motion to recommend approval by the full Board of the requested new dual-degree program Master of Science in Economics and Business Administration in Management and International Business (MIB-Aalto)/Master of International Business (MIB-South Carolina) in the Darla Moore School of Business. Mrs. Bethea so moved and Mr. Fennell seconded the motion. The vote was taken and the motion carried.

VI. Program Modifications – Department of Computer Science and Engineering, College of Engineering and Computing, USC Columbia

Provost Gabel said that the department of Computer Science and Engineering was proposing program modifications at both the masters and doctorate levels. The existing Master of Science in Computer Science and Engineering is being changed to Master of Science in Computer Science. The existing Master of Engineering in Computer Science and Engineering is being changed to Master of Science in Computer Engineering. The Doctor of Philosophy (PhD) in Computer Science and Engineering degree is being split into two separate doctorate degrees: PhD in Computer Science, and PhD in Computer Engineering.

She explained that these program modifications are in alignment with the undergraduate level preparation, and better reflect the different job fields. The required coursework for Computer Science and Computer Engineering is very different, and students are better served in the job market with a credential that specifically reflects their expertise. This change brings USC in line with the practice at many other institutions around the country. Total enrollments and budgets in the modified programs are expected to remain the same.

Chairman Westbrook called for a motion to recommend approval by the full Board of the requested program modifications in the College of Engineering and Computing. Mrs. Bethea so moved and Mr. Cofield seconded the motion. The vote was taken and the motion carried.

VII. Program Department Change – Move of Athletic Training Department from College of Education to the Department of Exercise Science in the Arnold School of Public Health, USC Columbia

Provost Gabel reported that the requested change is required by the Athletic Training (AT) accrediting body (Commission on Accreditation of Athletic Training Education - CAATE), which mandated that accredited professional athletic training programs must result in the granting of a master's degree, and must reside within schools of health professions. The realignment must be completed by Fall 2022 for the program to maintain CAATE accreditation. USC is the state's oldest and largest AT program, and as a flagship institution should lead the way for other state programs in making this transition. All funding associated with the AT program will move with it to the Arnold School of Public Health.

Trustee Fennell asked if the new incoming Dean of the College of Education was aware of this impending change to which Provost Gabel responded in the affirmative.

Chairman Westbrook called for a motion to recommend approval by the full Board of the requested change to move the Athletic Training Department to the Department of Exercise Science in the Arnold School of Public Health. Mr. Mobley so moved and Mr. Cofield seconded the motion. The vote was taken and the motion carried.

VIII. Unit Name Change – Office of Institutional Research and Assessment to Office of Institutional Research, Assessment and Analytics (OIRAA)

Provost Gabel explained that the name change is proposed to more accurately reflect the importance of analytics and data in institutional decision making. Analytics has become a mission critical function of many institutional research offices.

Chairman Westbrook called for a motion to recommend approval of the name change from Office of Institutional Research and Assessment to Office of Institutional Research, Assessment and Analytics (OIRAA) by the full Board. Mrs. Bethea so moved and Mr. Fennell seconded the motion. The vote was taken and the motion carried.

IX. USC Columbia Faculty Manual Changes

Provost Gabel summarized the proposed changes and invited any questions from the committee. Dr. Augie Grant commented that the faculty strongly endorsed these changes. Trustee Fennell asked some questions about the Faculty Advisory Committee changes. Dr. Grant responded that the committee would be increased from six to eight members in order to provide more stability and representation. He also clarified that terms would be staggered with three members rotating off in one year, three the following year and then two the next year.

Chairman Westbrook called for a motion to recommend approval by the full Board of the USC Columbia Faculty Manual changes as presented and posted on the Board Portal for this meeting. Mr. Fennell so moved and Mr. Cofield seconded the motion. The vote was taken and the motion carried.

X. USC Comprehensives

A. USC Aiken Faculty Manual Changes

Vice Chancellor Priest summarized the proposed changes and invited any questions from the committee.

Chairman Westbrook called for a motion to recommend approval by the full Board of the USC Aiken Faculty Manual changes as posted on the Board Portal for this meeting. Mr. Cofield so moved and Mrs. Bethea seconded the motion. The vote was taken and the motion carried.

B. USC Upstate - New Programs

i. Bachelor of Applied Science in Advanced Manufacturing Management

Vice Chancellor Flynn said he was very excited to present this proposal. He reported that there was no other program like this in the state and he believed it would become a “destination major” for USC Upstate. This is intended as a degree completion program designed to partner with technical colleges in the Upstate as well as industry partners like BMW. It also will meet a regional need.

ii. Bachelor of Arts in Urban and Regional Studies

Vice Chancellor Flynn informed the committee that this new program was in response to local and regional opportunities to address challenges that government and local leadership face to prepare future leaders. He said the program seeks to prepare regional leaders in areas such as real estate development, public policy, non-profit management, urban planning, economic development, etc. Vice Chancellor Flynn added this was another very promising, one-of-a kind program in South Carolina.

Chairman Westbrook called for a motion to recommend approval by the full Board of these two new programs at USC Upstate. Mrs. Bethea so moved and Mr. Fennell seconded the motion. The vote was taken and the motion carried.

XI. Palmetto College Campuses

A. Palmetto College Campuses Faculty Manual Changes

Chancellor Elkins summarized the proposed changes and invited any questions from the committee.

Chairman Westbrook called for a motion to recommend approval by the full Board of the Palmetto

College Campuses Faculty Manual changes as posted on the Board Portal for this meeting. Mr. Fennell so moved and Mr. Cofield seconded the motion. The vote was taken and the motion carried.

B. Palmetto College Campuses Mission Statement Changes

Chancellor Elkins said that the mission statements for all four campuses (USC Lancaster, USC Salkehatchie, USC Sumter and USC Union) are undergoing the same changes in order to align the verbiage with the USC Columbia Mission statement.

Chairman Westbrook called for a motion to recommend approval by the full Board of the Palmetto College Campuses Mission Statement changes as posted on the Board Portal for this meeting. Mr. Fennell so moved and Mrs. Bethea seconded the motion. The vote was taken and the motion carried.

XII. Other Matters

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

Trustee Moody raised a question regarding a previous item, under USC Aiken Faculty Manual Changes section 5.8 (faculty salary policies & procedures). Vice Chancellor Priest explained that the addition of this section was to have a policy for post-promotion review for senior instructors, similar to the post-tenure review policy already in place for tenure-track faculty.

XIII. Adjournment

Since there were no other matters to come before the committee, Chairman Westbrook declared the meeting adjourned at 11:30 p.m.

Respectfully submitted,

Amy E. Stone
Secretary