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University of South Carolina  
BOARD OF TRUSTEES

Ad Hoc Committee on Strategic Planning

June 8, 2018

The Ad Hoc Committee on Strategic Planning of the University of South Carolina Board of Trustees met at 1:25 p.m. Friday, June 8, 2018, in the Alumni Center's C. Edward Floyd Boardroom.

Members present were: Mr. Thad H. Westbrook, Chairman; Mr. Mark W. Buyck Jr.; Mr. Thomas C. Cofield; Mr. Miles Loadholt; Ms. Leah B. Moody; and Mr. John C. von Lehe Jr., Board Chairman; Absent were Mr. A.C. "Bubba" Fennell; Mr. William C. Hubbard; Mr. Tommy D. Preston Jr.; and Mr. Mack I. Whittle Jr.

Other Trustees present were: Mr. Chuck Allen; Mr. J. Egerton Burroughs; Mr. Toney J. Lister; Mr. Hubert F. Mobley, Board Vice Chairman; Ms. Rose Buyck Newton; Dr. C. Dorn Smith; Mr. Eugene P. Warr Jr.; Mr. Charles Williams; and Dr. C. Edward Floyd joining by telephone.

Also present were: USC Columbia Faculty Senate Chairman Marco Valtorta and USC Columbia Student Government President Taylor Wright.

Others present were: President Harris Pastides; Secretary J. Cantey Heath Jr.; General Counsel Walter "Terry" H. Parham; Chief Operating Officer Edward L. Walton; Provost Joan Gabel; USC Advancement Team Leader Paula Harper Bethea; Chief Financial Officer Leslie Brunelli; Athletics Director Ray Tanner; Vice President for Human Resources Chris Byrd; Chief Communications Officer Wes Hickman; USC Beaufort Chancellor Al Panu; Palmetto College Chancellor Susan Elkins; USC Upstate Chancellor Brendan Kelly; Chief Audit Executive Pam Doran; University Treasurer Pat Lardner; Executive Director of Economic Engagement William D. "Bill" Kirkland; Chief Diversity Officer and Senior Associate Provost for Inclusion John Dozier; Associate Vice President for Enrollment Management and Dean of Undergraduate Admissions Scott Verzyl; Senior Associate Vice President for Student Affairs and Academic Support Stacey Bradley; USC Columbia Budget Director Joe Sobieralski; Director of State Government Relations Derrick Meggie; Executive Director for Strategic Initiatives Jack Claypoole; Associate Provost for Academic Programs Tena Crews; USC Aiken Vice Chancellor for Finance and Administration Cam Reagin; USC Aiken Executive Vice Chancellor for Academic Affairs Jeff Priest;

University Technology Services Production Manager Joe Woodard; and Board staff members Debra Allen and Terri Saxon.

I. Call to Order

Chairman Westbrook called the meeting to order and welcomed those in attendance and asked everyone at the table to introduce themselves. Mr. Hickman said no members of the news media were in attendance.

Chairman Westbrook 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.

II. Focus Carolina 2023 | Excellence Rising

Chairman Westbrook said since August 2017, the committee saw the strategic plan further developed through the inclusion of priorities and objectives. Faculty and administrators continued to work on the plan and a more substantive presentation was made at the January 2018 Board Retreat. In February 2018, another copy of the strategic plan was provided for Trustees to review and comment. The Provost subsequently took that feedback and continued to refine the strategic plan, while Mr. Hickman's communications group developed a web-based version of the plan for public distribution.

Following his overview, Chairman Westbrook called on Provost Gabel to update Trustees on the plan's current status and next steps.

Provost Gabel thanked committee members and other Trustees for their input in the strategic planning process. She said governance and oversight provided by Trustees are vital in keeping the administration and faculty focused, while providing the flexibility required to be creative.

The strategic planning document evolves over time, she said. It reflects how the University measures its success and provides launching points for identifying new areas of inspiration. A purposeful refreshing of the current strategic plan was initiated when Provost Gabel assumed her responsibilities in 2015.

After receiving feedback from Trustees indicating the strategic plan was directionally correct, Provost Gabel said efforts began on how to make the plan "digestible" while promoting the good work the University does externally. Those efforts and the discussions since the January 2018 Board Retreat led to the web-based version of the strategic plan, which she previewed for Trustees from its non-public, test site. She also provided a printed draft of the strategic plan for the committee's review.

Provost Gabel said the printed strategic plan and the web-based presentation look different, but at their core, they focus on the same five goals which have been guiding the administration while the strategic plan was refreshed. She then previewed the plan, using the web-based presentation and specific examples of measurements to determine progress in meeting each goal defined in the strategic plan.

Responding to a question from Trustee Moody, Provost Gabel said updates to the dashboard, which represents a culmination of how everything is measured, are made in the fall when final statistics are available. In order to include different components related to quality, the dashboard itself has expanded beyond its original eight measures to 20. In addition to that, the administration has been studying resources on the unit level. Deans are reviewed annually to ensure their blueprints, which are what individual unit-level strategic plans are called, align with the University's strategic plan and the administration's expectation for fiscal stability in their respective units.

Committee members and other Trustees posed several questions related to the strategic plan and the various measurements related to achieving identified goals, such as where the University stood in regard to the desired improvement in national rankings.

Trustee Moody asked for more detailed information related to diversity and inclusiveness on the Columbia campus as well as at the University's other campuses around the state. She also asked for clarification as to what the committee was being asked to approve today and what it had previously approved.

Today, Mr. Westbrook said, the committee was being asked to formally approve and move the strategic plan forward to the full Board to review and approve. He asked Provost Gabel to address strategic planning specifically for diversity and inclusion. Provost Gabel said the Office of Diversity and Inclusion had a strategic plan as did other administrative and academic units at the University. The overall strategic plan, for which committee approval was sought, contains specific goals for diversity and inclusion derived from multiple unit plans.

In an institution as complex as the University, Provost Gabel said multiple data sources were available to answer questions such as those posed by Trustee Moody. Thus, she said, development of an architecture is necessary to effectively synthesize all of the information available to address a specific question.

Trustee Moody asked about the University's mission statement and how it related to diversity and inclusion. She also noted that when surveys are conducted to determine metrics, Trustees need to see those details, not just the final synthesized product.

Trustee Newton questioned the lack of a specific metric related to improving the diversity of students, faculty and staff. She asked why an “open-ended” performance target was described instead of a specific percentage. Provost Gabel said to set specific numbers would create a situation that it is best to avoid. The University strives to improve year to year, she said, which allows the University to better serve under-represented students and to support higher graduation rates. She added that specific numbers are provided in the dashboard as a means of determining the year over year improvements.

Board Chairman von Lehe asked to regularly obtain statistical information like the briefing book, which was provided for Trustees preparing for re-election by Mr. Hickman’s office.

Chairman Westbrook said an update was needed at the committee’s next meeting about the climate survey and blueprint information specifically related to diversity and inclusion in sufficient detail to answer Trustee Moody’s questions. The next phase after approval of the plan, Provost Gabel said, would be to revisit how data is reported in the dashboard. Specific, long-term comparison data is available, she said, but has not been included to the level under discussion.

In addition to the diversity and inclusion project discussed, Chairman Westbrook said the committee’s next step would involve the University’s comprehensive campuses, the individual colleges on the Columbia campus and Palmetto College. He looks forward to bringing their strategic plans before the committee.

Chairman Westbrook asked for a motion to approve forwarding the strategic plan for review and approval by the full Board. Mr. Buyck so moved. Mr. Cofield seconded the motion. The vote was taken and the motion was approved.

Chairman Westbrook encouraged committee members to contact him or Provost Gabel with questions or concerns about the strategic plan. Trustee Newton asked for a list of the University’s peers and peer aspirants and Provost Gabel said she would email the information.

### III. Other Matters

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

### IV. Adjournment

There being no other matters to come before the committee, Chairman Westbrook declared the meeting adjourned at 2:15 p.m.

Respectfully submitted,

J. Cantey Heath, Jr.  
Secretary