

University of South Carolina  
BOARD OF TRUSTEES

University System Committee  
In Person, Floyd Boardroom, Pastides Alumni Center  
and By Microsoft Teams  
September 16, 2022

OPEN SESSION

I. Call to Order

Board Chair Westbrook called the meeting to order at 2:46 p.m. Secretary Howell confirmed Trustees attending in person and by Microsoft Teams audio and video conference.

Committee Members in attendance:

Brian C. Harlan  
Toney J. Lister  
Miles Loadholt (online)  
Hubert F. Mobley  
E. Scott Moise  
Leah B. Moody  
Emma W. Morris  
John C. von Lehe Jr. (online)  
Rose Buyck Newton, *Board Vice Chair*  
Thad H. Westbrook, *Board Chair*

Other Trustees in attendance:

C. Dan Adams  
Alex English  
C. Edward Floyd  
Richard A. Jones Jr.  
C. Dorn Smith  
Molly M. Spearman  
Mack I. Whittle Jr.  
Charles H. Williams

Others in attendance:

Audrey Korsgaard, USC Columbia Faculty Senate Chair  
Reedy Newton, USC Columbia Student Government President  
Robin Roberts, Expert Advisor to the Advancement, Engagement and Communications  
Committee (online)  
David Seaton, Expert Advisor to the Governance Committee

Administrators in attendance:

Michael Amiridis, President

Cameron Howell, University Secretary and Secretary of the Board of Trustees

Donna Arnett, Executive Vice President and Provost

Terry Parham, General Counsel

Ed Walton, Executive Vice President and Chief Financial Officer

Media in attendance:

Alexa Jurado, the *State*

Caleb Bozard, the *Daily Gamecock*

Jessica Holdman, the *Post and Courier*

Notice:

Board Chair Westbrook stated notice of the meeting and agenda had been posted and the press notified as required by the Freedom of Information Act; the agenda and supporting materials had been circulated to the Committee; and a quorum was present to conduct business.

OPEN SESSION

II. Election of Committee Chair

Board Chair Westbrook stated the floor was open for nominations and a second for Committee chair. Mr. von Lehe nominated Ms. Leah Moody; Ms. Morris seconded the motion.

Mr. Lister made a motion to close the nominations and elect Ms. Moody by acclamation; Mr. Harlan seconded the motion. Board Chair Westbrook called for a vote; the vote was unanimous.

Board Chair Westbrook welcomed Ms. Moody as Chair of the University System Committee and invited her to preside for the remainder of the meeting.

Chair Westbrook added Mr. Hugh Mobley to the University System Committee's roster.

III. System Commencement Exercises

Vice President for System Affairs Derham Cole provided an update regarding System commencement exercises. [UnivSys 091622 OS III]

Chair Moody stated the report was received as information.

IV. System Shared Services

Mr. Cole provided an update regarding System shared services. [UnivSys 091622 OS IV]

Chair Moody stated the report was received as information.

V. Other Matters

Chair Moody called for any other matters to come before the Committee. There were none.

VI. Adjournment

Chair Moody declared the meeting adjourned at 3:04 p.m.

Respectfully submitted,

Cameron Howell  
Secretary

# BOT SYSTEM COMMITTEE

September 16, 2022



# SYSTEM COMMENCEMENT REVIEW

- April 7, 2022: Chair Dorn Smith asks System Leadership Council to “begin an immediate assessment of USC System policies and practices regarding commencement exercises, toward recommendations for potential revisions to those policies and practices.”
- June 24, 2022: Presentation to System Committee
- August 10, 2022: System Leadership Council Discussion

# KEY CONSIDERATIONS

- Student and family-focused commencements.
- Promoting celebratory atmosphere at students' home institutions.
- Creating traditions and connections that promote alumni engagement and pride.
- Logistical challenges of conducting and attending multiple ceremonies across the state.
- Accommodating growing numbers of graduates while maintaining individual recognition.

# RECOMMENDATIONS FOR CONSIDERATION

- Modify current policy to allow system institutions to schedule and conduct ceremonies in a way that best serves students and families.
- Permit comprehensive universities to hold December commencement exercises on their campuses.
- Authorize system chancellors to confer degrees at their universities' and Palmetto College regional campuses' commencement exercises.
- Designate VP for System Affairs to serve as liaison between comprehensive universities and Palmetto College regional campuses and the President/BOT for commencement planning/coordination.

# POTENTIAL NEXT STEPS

- Present revised BTRU 2.00 for review in accordance with committee discussions.
- Upon approval, modify related policies as warranted.
- Develop and implement procedures for commencements in accordance with revised policies.



# BOT SYSTEM COMMITTEE

September 16, 2022



# SUMMARY OF SHARED SERVICES

- 2018 – Huron Consulting engaged to review system support services.
- Using a comprehensive list of operating units identified as part of the engagement, Huron worked with system stakeholders to identify those units providing system-wide services.
- Activity-level metrics used to determine proportion of services allocated to Columbia and other system institutions.
- The proportions referenced above were further refined using survey-derived qualitative considerations.
- The analysis resulted in the breakdown set forth on the following slide.

# SHARED SERVICE ALLOCATIONS

Service Entity	Columbia Allocation	Other System Institution Allocation
Administration and Finance	95%	5%
Board of Trustees	90%	10%
Business Affairs	90%	10%
Enrollment Management	95%	5%
EOP	95%	5%
Facilities Planning	95%	5%
Facilities Services	97.5%	2.5%
Finance	90%	10%
Human Resources	90%	10%
Institutional Assessment	95%	5%
Law Enforcement	95%	5%
Legal Affairs	95%	5%
OneCarolina	90%	10%
President	90%	10%
Provost	95%	5%
Research	95%	5%
Student Services	97.5%	2.5%
University Communications	95%	5%
University Development	95%	5%
University Libraries	95%	5%
University Technology Services	95%	5%

Source: Huron Consulting Group Inc. and Affiliates

# SUMMARY

- While shared services across the system are heavily allocated to Columbia, there is a significant amount of services provided systemwide.
- Awareness of these services can be helpful for ongoing resource planning.
- Periodic review of the provision of shared services would be helpful for promoting efficiency and potential economies of scale.