

University of South Carolina
BOARD OF TRUSTEES

Student and System Affairs Committee

April 24, 2020

The Student and System Affairs Committee of the University of South Carolina Board of Trustees met at 10:00 a.m. on Friday, April 24, 2020, by telephone conference call. The meeting was hosted from the Osborne Administrative Building Room 107C.

Members participating by telephone were: Mr. Chuck Allen, Chair; Mr. C. Dan Adams; Mr. Richard A. Jones Jr.; Ms. Leah B. Moody; Ms. Rose Buyck Newton; Dr. C. Dorn Smith III; Ms. Molly M. Spearman; Mr. John C. von Lehe Jr., Board Chair; and Mr. Hubert F. Mobley, Board Vice Chair.

Other Trustees participating by telephone were: Mr. J. Egerton Burroughs; Mr. Robert F. Dozier, Jr.; Dr. C. Edward Floyd; Mr. William C. Hubbard; Mr. Toney J. Lister; Mr. Miles Loadholt; Mr. Eugene P. Warr Jr.; Mr. Thad H. Westbrook III; and Mr. Mack I. Whittle Jr.

Also participating by telephone were: USC Columbia Faculty Senate Chair Mark Cooper; USC Columbia Student Government President Issy Rushton; and Special Advisory to the Board of Trustees David Seaton.

Others participating in person were: President Robert L. Caslen Jr.; Secretary J. Cantey Heath Jr.; General Counsel Walter "Terry" H. Parham; Senior Vice President for Administration and Chief Operating Officer Edward L. Walton; Vice President for Student Affairs and Vice Provost for Academic Support Dennis A. Pruitt; Associate Vice President for Administration and Finance and Medical Business Affairs Jeffrey L. Perkins III; Associate Vice President for Finance Kelly Epting; and Board staff members Terri Saxon and Ina Wilson.

Others participating by telephone were: Interim Executive Vice President for Academic Affairs and Provost Tayloe Harding; Vice President for Human Resources Caroline Agardy; Vice President for Information Technology and Chief Information Officer Doug Foster; Vice President for Research Prakash Nagarkatti; Athletics Director Ray Tanner; USC Aiken Chancellor Sandra Jordan; USC Beaufort Chancellor Al Panu; Palmetto College Chancellor Susan Elkins; USC Upstate Interim Chancellor Derham Cole; University Budget Director Joe Sobieralski; Chief of Staff Mark Bieger; Presidential Fellow Susan Bon; President and Chief Executive Officer, USC Foundations Jason Caskey; Executive Director for Strategic Initiatives Jack Claypoole; Chief Audit Executive Pam Dunleavy; Interim Chief Development Officer William Elliott; Associate Vice President for Finance and Budget Kelly Epting; Chief Executive Officer My

Carolina Alumni Association Wes Hickman; Executive Director for the Office of Economic Engagement William D. “Bill” Kirkland; Executive Director of Military Programs and Strategies James E. Smith Jr.; College of Arts and Sciences Dean Lacy Ford; Vice Provost and Director of Global Carolina P. Allen Miller; Interim Chief Diversity Officer and Vice Provost for Inclusion Tracey Weldon-Stewart; College of Education Dean Jon Pederson; Executive Assistant to the President, Equal Opportunity Programs Cliff Scott; Director of Executive Communications Sally McKay; Assistant to the President for System Affairs Eddie King; Interim Chief Communications Officer and Director of Public Relations Jeff Stensland; University Special Events Director Pamela Bowman; Board of Trustees Governance Consultant Cameron Howell; and Board staff members Delphine Bigony, Terri Saxon, and Ina Wilson.

I. Call to Order

Chair Allen called the meeting to order and welcomed everyone. Secretary Heath confirmed participants on the telephone. Mr. Stensland introduced members of the media: Ben Briener and Lucas Daprile with *The State*, Emily Currel with WLTX, Tyler Fed with the *Daily Gamecock*, Jessica Holdman with the *Post and Courier*, and Hale McGranahan and John Whittle with the *Big Spur*.

Chair Allen said 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 provided to the committee; and a quorum was present to conduct business.

II. USC Columbia Student Government President Report

Chair Allen called on newly inaugurated Student Government President Issy Rushton. Ms. Rushton, a native of Australia and a junior student with a double major in Psychology and Criminology on a pre-law path, outlined her priorities for the coming year. The priorities are focused on three areas: 1) Gamecock Experience, 2) Campus Convenience, and 3) Student Voice. Ms. Rushton recognized the University of South Carolina and its students are experiencing unprecedented challenges that are constantly evolving because of the global Coronavirus pandemic. She and her fellow Student Government Executive Team have been working to develop innovative measures to continue connecting with the student body and ensuring their concerns are addressed.

Chair Allen congratulated Ms. Rushton on her election as Student Government President and said her report was received as information.

III. Update on System Governance Implementation

Chair Allen called on USC Aiken Chancellor Jordan for an update on System Governance Implementation. Chancellor Jordan said through the strategic planning process, the need for a system

governance model was clarified. Further, the Association of Governing Boards (AGB) report presented at the Board retreat in January 2020, noted “lack of requisite governance for the system it serves and all of its institutions.” AGB’s recommendations suggested there should be recognition that engaging the system has a significant strategic potential for both the institutions and the state. The University of South Carolina System Governance Report presented today proposes a path toward developing a strong, well-coordinated system that serves the citizens of South Carolina well. The current Coronavirus global pandemic demonstrates the great strengths of being a system, which allows for leveraging system expertise.

Mr. von Lehe said the outside world does not see the degree of institutional governance that we have. He asked what we need to do to institutionalize this through the board to be clearly recognizable to those who do not have a way of appreciating the level of integration we have? Chancellor Jordan responded that the System Leadership Council was “invisible” internally as well as externally. Though the Council was meeting regularly and addressing issues, it was not referenced in any policies and procedures. She said the next step would be to develop language to be incorporated in policies and procedures that graphically depicts system governance and accurately memorializes the way the University does business. In addressing the goal of developing an internal University of South Carolina system of governance structure, three objectives were identified: 1) capitalize on the System Leadership Council to provide a collaborative structure for strategic USC System decisions; 2) optimize a collaborative System approach to enrollment management; and 3) implement a structure that facilitates strategic, system-wide new program planning. Because the USC System is a combination of interrelated, interdependent, and independent parts, it will be necessary to establish clear lines of authority and control. There needs to be a determination as to which formal policies, processes and rules must be operationalized and integrated in the hierarchical system structure to insure stability, efficiency, and system interaction and collaboration.

Dr. Cooper said the Senate Chairs have begun a parallel discussion about how they might fill a representative faculty void at the System faculty level and collaborate more effectively across the senate and faculty organizations of each institution. Crisis planning is informing their interest in this as well, he said. The conversation around this will continue in May as work toward a more formal organization of faculty progresses. Dr. Cooper said he hopes the Leadership Council and the Board would welcome this initiative of System Faculty Leaders. Chancellor Jordan said there are several areas where we can have focused partnerships and find a formalized way to engage in system discussions that then filter up to the President and the Board. Those kinds of structures that lead to greater synergies and collaboration would be welcomed, she said.

Dr. Smith noted several points will need to be factored into broader questions before the Governance Committee particularly relating to monitoring by SACSCOC. Chancellor Jordan noted though SACSCOC accredits institutions and not systems, it has developed best practices for system governance. Those best practices essentially state if there are multiple institutions that are individually accredited, there must be a way for them to cooperate and work with system decision making. She believes that is coordinated through the System Leadership Council.

Chair Allen thanked Chancellor Jordan for her report and said it was received as information.

President Caslen thanked Chair Allen for making time for this critical topic and said the goal is to make the System the best and strongest in the nation. He provided an overview of the System's Performance Diagnostic Measure developed by Doug Foster who has vast knowledge and experience in organizational design and system engineering. Through interviews as part of the development process, Mr. Foster identified several issues that system governance must address such as business practices and related financial relationships. There is a great deal of work underway in putting a system of governance together, which then will help guide and direct some of the issues and prioritization that need to be addressed.

IV. Other Matters

Chairman Allen spoke to the outstanding job Immediate Past Student Government President Luke Rankin did during his term of service and said he will be recognized and honored at a future meeting.

V. Adjournment

There being no other business to come before the committee, Chair Allen declared the meeting adjourned at 10:55 a.m.

Respectfully submitted,

A handwritten signature in blue ink, appearing to read "J. Cantey Heath, Jr.", is written in a cursive style.

J. Cantey Heath, Jr.
Secretary