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University of South Carolina
BOARD OF TRUSTEES

Ad Hoc Committee on Strategic Planning

Called Meeting

May 22, 2020

The University of South Carolina Board of Trustees Ad Hoc Committee on Strategic Planning met in a called meeting at 10:00 a.m. on Friday, June 19, 2020, via conference call anchored in Room 206B of the Osborne Administration Building.

Committee members participating by telephone were: Mr. Thad H. Westbrook, Chairman; Mr. Robert F. Dozier Jr.; Mr. William C. Hubbard; Mr. Miles Loadholt; Ms. Leah B. Moody; Dr. C. Dorn Smith III; Mr. Mack I. Whittle Jr.; Mr. John C. von Lehe Jr., Board Chairman; and Mr. Hubert F. Mobley, Board Vice Chairman. Also participating was the Board's Strategic Advisor David Seaton.

Other Trustees participating were: Mr. C. Dan Adams; Mr. Chuck Allen; Mr. J. Egerton Burroughs; Mr. A. King Dixon II; Dr. C. Edward Floyd; Mr. Richard A. Jones Jr.; Mr. Toney J. Lister; Ms. Rose Buyck Newton; Mr. Eugene P. Warr Jr.; and Mr. Charles H. Williams. Absent was Ms. Molly M. Spearman.

Also participating was USC Columbia Faculty Senate Chair Mark Cooper.

Participating in person were: President Robert L. Caslen, Jr.; Executive Director for Strategic Initiatives Mr. Jack Claypoole; Secretary J. Cantey Heath, Jr.; Director of Public Relations Jeff Stensland; Vice President for Communications Larry Thomas; Executive Vice President for Administration and Chief Operating Officer Ed Walton; and Board of Trustees staff member Delphine Bigony.

Others participating by telephone were: Vice President for Human Resources Caroline Agardy; President's Chief of Staff Mark D. Bieger; Presidential Faculty Fellow Susan C. Bon; USC Upstate Interim Chancellor Derham Cole; Palmetto College Columbia Dean Ron Cox; Chief Audit Executive Pamela Dunleavy; USC Palmetto College Chancellor Susan Elkins; Interim Vice President for Development William Elliott; Chief Information Officer Doug Foster; University Architect, Associate Vice President of Facilities Planning, Design and Construction Derek S. Gruner; Interim Provost Tayloe Harding; Chief Executive Officer, My Carolina Alumni Association Wes Hickman; Assistant to the President for System Affairs Eddie King; Executive Director for the Office of Economic Engagement William D. "Bill" Kirkland; Executive Communications Director Sally McKay; Director of State Government and Community Relations Derrick Meggie; Vice President for Research Prakash Nagarkatti; USC Beaufort Chancellor Al Panu; General Counsel Walter "Terry" H. Parham; Director of Public Policy and Advocacy Craig Parks; Associate Vice President for Administration and Finance and Medical Business Affairs Jeffrey L. Perkins III; Vice President for Student Affairs Dennis A. Pruitt; Executive Assistant to the President, Equal Opportunity Programs Cliff Scott; Special Assistant to the President James Smith; Athletics Director Ray Tanner; and Interim Chief Diversity Officer and Vice Provost for Inclusion Tracey Weldon-Stewart.

I. Call to Order

Chair Westbrook called the meeting to order and 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. Secretary Heath confirmed those joining the meeting by telephone.

Mr. Stensland introduced from the press Erin Slowey with *The Daily Gamecock*, participating by telephone.

II. USC Columbia Strategic Plan Update

Chair Westbrook thanked President Caslen and his team for continuing to develop the Plan despite the ongoing COVID-19 Pandemic and the difficulties that has created for the University. He called on President Caslen to provide an overview of the Strategic Plan.

President Caslen thanked Chair Westbrook for his leadership throughout the process and thanked the Committee members for their input and support. He said, “Development and implementation of a Strategic Plan is one of the most important things I will do as President of the University, even in the midst of the COVID-19 Pandemic and its significant consequences, because the plan will drive the University for the next three to five years. As the strategic overseer of the University, the plan must be hand-in-glove with the intent of the Board. There is in every crisis, opportunity. We must in the midst of crisis keep our eyes on the strategic horizon, we must identify where those opportunities are, and we must have the agility to be able to take advantage of them.” President Caslen said the goals, objectives, programs, and metrics that make up the Strategic Plan were developed based on eight priorities. Metrics are a key component and will be used by the Board and Administration to measure progress and identify areas that need adjustment. He said the Board can expect to receive the first status update in October.

President Caslen reviewed the work process timeline for developing the Strategic Plan, which began in November 2019 with an offsite collaborative work session involving academic and administrative leaders from across the University System. Subsequently, draft goals and objectives were developed for each of the eight priorities and socialized with 244 faculty/staff/students who provided feedback. Small group discussions with the Council of Academic Deans, Faculty Senate, Board of Trustees, and others followed. Teams were created for each priority and through their collaboration, goals,

objectives, programs, and metrics were formed. The next steps are to align the programs and the metrics, identify financial resources, and prioritize the programs. Dashboards will be utilized to measure where we are with in-state and peer institutions.

President Caslen said the Strategic Plan integrates Focus Carolina 2023 and clearly defines a path forward for our University as the flagship of the state. He turned the floor over to the Priority Team Leads to review the eight priorities individually. Dr. Tayloe Harding said the University's number one priority is the students. Therefore, Priority 1 focuses on attracting, inspiring, challenging, and enabling students to become innovative thinkers and transformative leaders. Three specific goals for achieving Priority 1 are 1) to attract and retain a highly-qualified, diverse, and appropriately-sized student body at all levels; 2) to provide high quality rigorous instruction and student-centric educational experiences; and 3) to create innovative, transformative, and collaborative life-long learners. Dr. Harding provided an overview of the objectives, programs, and metrics that the University will implement to achieve these goals.

Ms. Caroline Agardy reviewed Priority 2, which involves the assembling and cultivating of a world-class faculty and staff. Three specific goals identified to address this priority are 1) recruiting and developing diverse faculty with a breadth of experience; 2) actively attracting, hiring and retaining a diverse and highly-talented staff; and 3) nurturing and supporting a shared culture of excellence. She said competitive pay, benefits, good onboarding practices, and staff development are key to attracting and retaining faculty and staff.

Dr. Prakash Nagarkatti reviewed Priority 3 which focuses on creating new pathways to research excellence to qualify for eligibility in the Association of American Universities (AAU). The two objectives developed for meeting this goal are 1) promote research excellence and innovation through enhancement of AAU's Phase 1 indicators, and 2) promote research excellence and innovation through

enhancement of AAU's Phase 2 indicators. He provided an overview of the objectives, programs, and metrics that will be implemented to achieve these goals.

President Caslen said Priority 4 is tremendously important as it addresses the need to build diverse, inclusive, supportive, and inspiring campus culture where everyone can flourish and thrive. He said one of the first things he did as President was to elevate the Director of Diversity position to the vice president level. That has been completed and a Vice President for Diversity, Equity and Inclusion has been hired and will be onboarding in the coming weeks. Ms. Tracey Weldon-Stewart reviewed the three Priority 4 goals addressing 1) a diverse and supportive culture; 2) equity for all students and staff; and 3) inclusivity. She outlined the objectives, programs, and metrics for achieving these goals. Discussion ensued regarding how demographics with respect to race and ethnicity are calculated by the state versus the federal government. The Board felt it would be helpful to have resource information. Ms. Weldon-Stewart indicated she has a dashboard that reflects the racial and ethnic demographics of the University that she would make available to the Board.

President Caslen said Priority 5 addresses the University System as a whole and how the Columbia campus integrates into the System. Mr. Eddie King said Priority 5 is essentially about making the System greater than the sum of its parts. The three goals identified to achieve "systemness" are 1) to develop an internal USC System governance structure; 2) to establish an integrated Online Program Management enterprise that maximizes access and affordability for both traditional and non-traditional students in South Carolina such as students who went to college but did not earn a degree and South Carolina's military veterans; and 3) to leverage the UofSC System to provide accelerated, lower cost, multi-degree options for students.

President Caslen said Priority 6 is the economic engine and is designed to spur innovation and economic development through impactful community partnerships. Great progress has been made in this area through the University's work with the Army Futures Command and the South Carolina Cyber Institute. Mr. Kirkland reviewed the three goals which address 1) innovation and economic development; 2) business impact; and 3) community partnerships. He highlighted several program opportunities where work has already begun in these areas.

President Caslen reviewed Priority 7 which focuses on providing a campus infrastructure that supports academic excellence and preeminent student life. This includes fundraising and digital learning. Based on feedback from different groups, sustainability will be integrated into this priority as well. Mr. Ed Walton and his Priority Team reviewed the five goals developed to achieve Priority 7. Those goals are 1) to provide a physical campus that supports the academic and student life needs of the modern and future University; 2) provide a state-of-the-art virtual infrastructure that supports delivery of academic content and facilitates highly competitive research; 3) grow fundraising and external funding activities; 4) ensure administrative activity is focused on innovation, preparedness, and increased transparency; and 5) promote a framework for national leadership in environmental sustainability and responsibility.

President Caslen said Priority 8 is about building teams that win with excellence, character, and integrity. It also addresses success in the classroom with holistic support for all our student athletes and includes club teams and academic teams as well as the NCAA teams. Coach Tanner reviewed the three goals for achieving Priority 8: 1) compete at the upper level of potential and with excellence at all times; 2) ensure the holistic development of student-athletes measured by graduation rates, academic achievement, and student-athlete wellness; and 3) create and foster a campus environment that drives a winning attitude while instilling character and integrity in competition and in life.

President Caslen said programs for each of the eight priorities are being socialized again with staff and faculty and their feedback solicited.

Board members were very complimentary of the comprehensiveness of the Strategic Plan. Chair von Lehe remarked specifically on the plan's focus on challenging but attainable goals.

Chair Westbrook said a copy of the plan would be sent to Board members for review with a request that questions and feedback be submitted to him prior to the June 19, 2020 Board meeting.

III. Adjournment

There being no other matters on the meeting agenda, Chairman Westbrook declared the meeting adjourned at 10:47 a.m.

Respectfully submitted,

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

J. Cantey Heath, Jr.
Secretary