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University of South Carolina

Board of Trustees

University System Committee Meeting

October 9, 2020

The University System Committee of the University of South Carolina Board of Trustees met at 10:15 a.m. on Friday, October 9, 2020, in the Pastides Alumni Center Ballroom and by Microsoft Teams.

Committee members present were Ms. Leah B. Moody, Chair; Mr. J. Edgerton Burroughs; Mr. Miles Loadholt; Mr. Hubert F. Mobley; Dr. C. Dorn Smith III, Board Chair; and Mr. Thad H. Westbrook, Board Vice Chair. Joining by Microsoft Teams were Mr. Toney J. Lister; Mr. Robin D. Roberts; and Mr. John C. von Lehe, Jr.

Other Trustees present were Mr. Brian C. Harlan; Mr. Richard A. Jones, Jr.; Ms. Emma W. Morris; Ms. Rose Buyck Newton; Mr. Eugene P. Warr Jr.; Mr. Mack I. Whittle Jr.; and Mr. Charles H. Williams. Joining by Microsoft Teams were Mr. C. Dan Adams; Mr. Alex English; and Ms. Molly M. Spearman.

Also present were USC Columbia Faculty Senate Chair Mark Cooper and Board of Trustees Strategic Advisor David Seaton. USC Columbia Student Government President Issy Rushton participated via Microsoft Teams.

Others present were President Robert L. Caslen Jr.; Secretary J. Cantey Heath Jr.; Vice President for Human Resources Caroline Agardy; President's Chief of Staff Mark Bieger;

Presidential Faculty Fellow and Executive Assistant to the President Susan Bon; University Foundations President and Chief Executive Officer Jason Caskey; Executive Director for Strategic Initiatives Jack Claypoole; USC Upstate Interim Chancellor J. Derham Cole Jr.; Chief Audit Executive Pam Dunleavy; Palmetto College Chancellor Susan Elkins; Interim Chief Development Officer Will Elliott; Chief Information Officer Doug Foster; College of Music Dean Tayloe Harding; Alumni Association Chief Executive Officer Wes Hickman; Board of Trustees Governance Consultant Cameron Howell; Assistant to the President for System Affairs Eddie King; Director for the Office of Economic Engagement Bill Kirkland; Associate Vice President for Finance Kelly Epting; USC Aiken Chancellor Sandra Jordan; University Controller Mandy Kibler; General Counsel Terry Parham; Chief Operating Officer Jeffrey L. Perkins III; Vice President for Student Affairs Dennis A. Pruitt; USC Upstate Provost and Senior Vice Chancellor for Academic Affairs David Schecter; Assistant Vice President and Chief of Staff for Division of Administration and Finance Joe Sobieralski; Director of Public Relations Jeff Stensland; Athletics Director Ray Tanner; Provost William F. Tate IV; Vice President for Communications Larry Thomas; Executive Vice President for Administration and Chief Financial Officer Edward L. Walton; Vice President for Diversity, Equity and Inclusion Julian R. Williams; and Board staff. USC Beaufort Chancellor Al Panu joined the meeting by audio conference.

Mr. Stensland introduced members of the press participating by audio conference: Tyler Fedor and Christine Bartruff with the *Daily Gamecock*, and Ben Briener with *The State* Newspaper.

## **OPEN SESSION**

I. Call to Order

Chair Moody 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 has been provided to the committee; and a quorum was present to conduct business.

II. Introductory Remarks – USC System Committee Planning Matrix

Chair Moody presented the USC System Committee Planning Matrix she, along with Eddie King and Mark Bieger as co-administrative leads of the University System Committee, developed in alignment with the Strategic Plan. She noted the Matrix was reviewed by the University Chancellors as well. The three Strategic Plan goals that fall under the University System Committee are:

Goal 5.1: Develop an Internal USC System Governance Structure

Goal 5.2: Establish an Integrated Online Program Management (OPM) Enterprise

Goal 5.3: Leverage the UofSC System Multi-Degree Options for Students

The Matrix outlines the goals' objectives, the metrics for those objectives, the programs where those goals and objectives are accomplished, budgeted funding, status, and due date. President Caslen thanked Ms. Moody for putting together this valuable tool and resource.

III. Review of System Organizational Structure

Chancellor Derham Cole reviewed the USC System Organizational Structure. The Board of Trustees are charged by statute with overseeing the University System. President Caslen serves as President of the University System and as Chancellor of USC Columbia. Similarly, the three comprehensive universities across the state are separately accredited and are led by their own chancellors. Palmetto College is led by Chancellor Susan Elkins who is

charged with overseeing the online Palmetto College programs as well as the two-year Palmetto College Campuses, which are led by Deans. What is new with the organizational structure is the formation of a System Leadership Council, which is governed by operational policies and procedures that serve as bylaws. The Council is comprised of the Chancellors of the comprehensive universities and Palmetto College, President Caslen as system president, and Dr. Bill Tate representing the President as Chancellor of USC Columbia. The bylaws set forth that “The president of the University System is charged with, among other things, recommending to the Board the mission, role and scope of the University System and of its respective institutions and undertake comprehensive and long range planning, and coordinating all functions of the University to assure an integrated institution of related and cooperating institutions with coordinated educational programs so that quality and comprehensiveness are emphasized, cooperation is ensured, and unnecessary duplication is avoided.” The President and Chancellors have the duty under the bylaws to participate in system planning, which are embodied in Priority 5 of the Strategic Plan. They meet at least quarterly with the System Leadership Council to discuss policies and issues. Policies and issues approved by the Leadership Council are considered by the President and ultimately recommended to the Board of Trustees for consideration and approval. A plan is being developed to have a senior level administrator operationalize the policies, procedures, and items approved by the Board throughout the System on a day-to-day basis.

Dr. Cooper noted the President’s role as Chancellor of USC Columbia is not widely recognized and asked if there is intent to formalize that distinction. Chancellor Cole stated

that is the structure as set forth in the bylaws and that there is no intent to formalize that distinction.

Chair Moody stated the System Organization Structure materials provided were received as information.

### III. Overview of Strategic Plan – Priority 5

Chair Moody called on Assistant to the President for System Affairs Eddie King for an overview of Priority 5 of the Strategic Plan. Mr. King stated Strategic Plan Priority 5 is designed to harness the power, attributes and institutional diversity of an integrated and interoperative university system so as to enhance access, success, and affordability for every eligible South Carolina student, which is accomplished through three goals: 1) development of an internal university system governance structure that establishes high-impact autonomy, service excellence, and consistent policies while optimizing performance; 2) establishment of an integrated online program management enterprise that maximizes access and affordability for both traditional and nontraditional students in South Carolina and beyond; and 3) leveraging the university system to provide accelerated, lower-cost multi-degree options for students. While the other 7 Priorities of the Strategic Plan are Columbia centric, Priority 5 is focused on the system.

President Caslen stated he and the Chancellors meet at least once a month, rotating between campuses. He said though the new governance structure outlined in Goal 1 has been very effective, the position of Director of System Affairs was eliminated five years ago. He believes that position is critical to making the governance structure work and he would like to see it reinstated at some point in the near future.

Chair Moody stated this report was received as information.

V. USC Upstate Chancellor Search Update

President Caslen noted he spoke about the Upstate Chancellor search during the Audit, Compliance and Risk Committee this morning. He expects to identify a new Chancellor in April 2021.

IV. Adjournment

There being no further business to discuss, Chair Moody adjourned the meeting at 10:55 a.m.

Respectfully submitted,

A handwritten signature in blue ink, appearing to read "J. Cantey Heath, Jr.", is positioned above the typed name.

J. Cantey Heath, Jr.  
Secretary