University of South Carolina
BOARD OF TRUSTEES

Student and System Affairs Committee

August 14, 2020

The Student and System Affairs Committee of the University of South Carolina Board of Trustees met at 10:45 a.m. on Friday, August 14, 2020, in the ballroom of the Pastides Alumni Center and by Microsoft Teams audio conference.

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

Other Trustees participating in person were Mr. Alex English; Dr. C. Edward Floyd; Mr. Miles Loadholt; Mr. Robin D. Roberts; Mr. Eugene P. Warr Jr.; Mr. Thad H. Westbrook; and Mr. Mack I. Whittle Jr. Mr. J. Egerton Burroughs; Mr. Toney J. Lister; and Mr. Charles H. Williams participated by audio conference.

Also participating in person were USC Columbia Faculty Senate Chair Mark Cooper; USC Columbia Student Government President Issy Rushton; and Strategic Advisor to the Board of Trustees David Seaton.

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; Executive Director for Strategic Initiatives Jack Claypoole; Chief Audit Executive Pam Dunleavy;

Palmetto College Chancellor Susan Elkins; Interim Chief Development Officer Will Elliott; Chief Information Officer Doug Foster; School of Music Dean Tayloe Harding; Alumni Association Chief Executive Officer Wes Hickman; Assistant to the President for System Affairs Eddie King; Director of the Office of Economic Engagement Bill Kirkland; Associate Vice President for Finance Kelly Epting; University Controller Mandy Kibler; General Counsel Terry Parham; Chief Operating Officer Jeff Perkins; Vice President for Student Affairs Dennis Pruitt; USC Upstate Provost and Senior Vice Chancellor for Academic Affairs David Schecter; Assistant Vice President of Administrative Operations and University Budget Director Joe Sobieralski; Director of Public Relations Jeff Stensland; Athletics Director Ray Tanner; Provost Bill Tate; Vice President for Communications Larry Thomas; Executive Vice President for Administration and Chief Financial Officer Ed Walton; Vice President for Diversity, Equity and Inclusion Julian Williams; and Board of Trustees support staff.

Others joining by audio conference were Federal Legislative Liaison Steve Beckham; University Foundations President and Chief Executive Officer Jason Caskey; Special Assistant to the President James Smith; USC Upstate Interim Chancellor Derham Cole; College of Arts and Sciences Dean Lacy Ford; USC Aiken Chancellor Sandra Jordan; Director of Institutional Effectiveness and Accreditation, Division of Institutional Research, Assessment and Analytics, Donald Miles; and USC Beaufort Chancellor Al Panu.

I. <u>Call to Order</u>

Chair Allen called the meeting to order and welcomed everyone. Secretary Heath confirmed those participating via audio conference. Chair Allen asked Mr. Stensland to introduce the press in attendance. Mr. Stensland introduced Ben Breiner with *The State,* and advised Tyler Fedor with *The Daily Gamecock*, Josh Kendall from The Athletic, John Whittle

with The Big Spur, and Lucas Daprile and Jessica Holdman with *The Post and Courier* had joined by audio conference.

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

II.   Collaborations Among System Institutions

USC Aiken Chancellor Al Panu reported on the Strategic Plan's Priority Goal 5.3 - Leverage the University System to Provide Accelerated, Lower-Cost Multi-Degree Options for Students. He stated the USC System, as the only multi-sector system of universities in the State of South Carolina, has the potential to be the dominant provider of access to quality higher education in the State of South Carolina and beyond. The USC System universities, comprised of associate granting institutions, comprehensive universities, and a research one university cover a wide range of geographic locations in the state. Students attending USC institutions benefit from a comprehensive system that allows them to pursue a range of disciplines from entry to the most advanced level through specific articulation agreements, dual admissions programs, and institution-to-institution partnerships.

In 2018, statistical data from the National Science Foundation's National Center for Science and Engineering showed South Carolina's labor force lags in the national average of bachelor's degree holders by more than four percentage points putting the State in the 3rd quartile. Closing this gap is critical to gaining a competitive edge in the global economy. Strategic Goal Five aims to harness the power, attributes, and institutional diversity of an integrated and operative university system that enhances access and affordability for every eligible South Carolina student.

Several inter-university academic partnerships exist within the USC System. Agreements among those partnerships are designed to foster intra-system collaborations to enhance student success, increase student access to a wider selection of courses and degrees and/or certificates, and create efficient, cost-effective pathways for accelerated undergraduate and graduate degree completion.

Chancellor Panu provided a brief overview of a range of existing and envisioned strategies and programs designed to build enrollment pathways. President Caslen added Chancellors Panu, Elkins, Cole, and Jordan meet with him at least once a month. Rather than look at the System as an organizational body, they view it as a body of tremendous potential and opportunity where students can take advantage of programs on their campus as well as great programs on other System campuses.

Dr. Cooper stated he strongly supports this strategic priority and agrees there is potential in developing the System. He reminded everyone that approval of courses and curricula and course equivalencies for transfer credits are areas traditionally in the domain of faculty approval. He suggested work towards implementation of Priority Goal 5.3 should not get too far ahead of the shared governance process.

Chair Allen thanked everyone for their feedback and stated Chancellor Panu's presentation was received as information.

III.   Online Education Initiative

Palmetto College Chancellor Elkins reported on the Strategic Plan Priority Goal 5.2 – Establish an Integrated Online Program Management Enterprise that Maximizes Access and Affordability for Both Traditional and Nontraditional Students in South Carolina and Beyond. As the strategic plan was being developed additional work was occurring that informed the

plan and led to the creation of South Carolina Online. President Caslen appointed a new System Online Advisory Council of ten leaders representing all USC institutions. The Council's work involved: 1) development of a governance structure; 2) identification of current system online programs and resources; 3) development of a website for all system online programs; 4) marketing and recruitment for all current system online programs; and 5) development of an admissions pilot for online applicants for the Columbia campus and Palmetto College. Their work culminated in the launch of South Carolina Online on July 15, 2020, which brings all USC 100% online programs from across the System together under one umbrella. South Carolina Online creates affordability, flexibility, and even greater access to USC's degrees for all South Carolinians.

Chancellor Jordan stated South Carolina Online consists of thirty-one graduate programs, four undergraduate programs, twenty-one undergraduate degree completion programs in Palmetto College, and six certificate programs for a total of sixty-two programs that are 100% online. Fall enrollment currently stands at 3,166, which exceeds last fall's enrollment of 3,054. A video featuring four online student success stories was presented, each with unique backgrounds where online learning helped them achieve their academic goals. She stated statistically there are 50,000 students in the state with some college and no degree. Attainment of college degrees at the bachelor's level in South Carolina is lower than the national average. That level of educational attainment has a huge impact on the economic status of this state. South Caroline Online creates opportunities for these students to complete their degree.

President Caslen stated another audience South Carolina Online focuses on is the military, particularly Fort Jackson, Shaw Air Force Base, Parris Island, and Fort Gordon. He

is hopeful the new business model will encourage academic units to develop additional online undergraduate programs. There is very little overhead and great potential for increased revenue.

Chair Allen thanked Chancellor Elkins and stated the report was received as information.

IV.   Other Matters

Chairman Allen called for other matters to come before the Committee.

V.   Adjournment

There being no other business to come before the Committee, Chair Allen declared the meeting adjourned at 11:40 a.m.

Respectfully submitted,

J. Cantey Heath, Jr.
Secretary