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University of South Carolina

BOARD OF TRUSTEES

Ad Hoc Committee on Strategic Planning

August 9, 2013

The Ad Hoc Committee on Strategic Planning of the University of South Carolina Board of Trustees met at 2:20 p.m. Friday, August 9, 2013, in the Campus Room at Capstone.

Members present were: Mr. Mack I. Whittle, Jr., Chairman; Mr. William W. Jones, Jr.; Mr. Miles Loadholt; Ms. Leah B. Moody; Mr. John C. von Lehe, Jr., Mr. Thad H. Westbrook; and ex officio member Mr. Eugene P. Warr, Jr., Board Chairman. Mr. William C. Hubbard was absent.

Other Trustees present were: Mr. Chuck Allen; Mr. Robert "Eddie" Brown; Mr. J. Egerton Burroughs; Mr. Mark W. Buyck, Jr.; Mr. Thomas C. Cofield; Mr. A.C. "Bubba" Fennell; Dr. C. Edward Floyd; Mr. Toney J. Lister; Mr. Hubert F. Mobley; and Dr. C. Dorn Smith III.

Also present were faculty representative Dr. James H. Knapp and student representative Chase Mizzell.

Others present were: President Harris Pastides; Secretary Amy E. Stone; Vice President for Academic Affairs and Provost Michael D. Amiridis; Chief Financial Officer Edward L. Walton; General Counsel Walter "Terry" H. Parham; Vice President for Human Resources Chris Byrd; Interim Vice President for Communications Wes Hickman; Vice President for Student Affairs and Vice Provost for Academic Support Dennis A. Pruitt; USC Beaufort Chancellor Jane Upshaw; USC Upstate Chancellor Tom Moore; Senior Vice Provost and Director of Strategic Planning Christine W. Curtis; Associate Vice President for Business and Finance Leslie Brunelli; Associate Vice President for Business and Finance and Medical Business Affairs Jeffrey L. Perkins; Dean of the School of Law Robert M. Wilcox; Executive Director of the Office of Economic Engagement William D. "Bill" Kirkland; Deputy Executive Director of the Office of Economic Engagement Ann Marie Stieritz; Director of the Carolina Leadership Initiative and Associate Professor of Political Science Kirk Randazzo, Director of Capital Budgets and Financing, Division of Finance and Planning, Charlie Fitzsimons; Chief Diversity Officer John H. Dozier; Interim Executive Vice Chancellor for Academic Affairs, USC Aiken, Jeff Priest; Associate Director of Planning and Assessment Cameron Howell; Special Assistant to the President J. Cantey Heath Jr.; University

Technology Services Production Manager Matt Warthen; and Board staff members Debra Allen and Terri Saxon.

Chairman Whittle called the meeting to order and welcomed everyone. Mr. Hickman introduced members of the media in attendance: Andy Shain of *The State*.

Chairman Whittle stated that 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.

I. Opening Remarks

Chairman Whittle called on President Pastides for opening remarks. President Pastides thanked the Board for its open communication. Recognizing the core mission of the University as the education of students, he noted the necessity of being very strategic in order to successfully accomplish that mission as public higher education continued to face challenging times. President Pastides said that this meeting would update the Board on the University's strategic initiatives, as well as seek Board feedback on those strategies. He then called on Dr. Curtis for an update on two initiatives.

II. Focus Carolina

Dr. Curtis said that the University's strategic plan, Focus Carolina, addresses the University's core missions: teaching, research, scholarship, creative activities, and service. The plan also has seven focus areas, two of which, Leadership and Innovation, would be addressed in today's meeting. The remaining five focus areas were educational quality, diversity, access, global competitiveness, and community engagement. She then introduced Dr. Kirk Randazzo and Dr. Cameron Howell, leaders of the Leadership Initiative.

A. Leadership Initiative: Dr. Randazzo described the Carolina Leadership Initiative and the University's emphasis on leadership. He said efforts were underway to bring quality leadership experiences to the entire student population. One initiative already in place includes a minor in leadership studies that began in the Fall of 2012 as an interdisciplinary minor that is administrated through the Department of Political Science. Students selecting this minor can select a variety of courses in subjects such as ethics, diversity, and leadership training in addition to an out-of-the classroom experience to place classroom lessons into practice. A second initiative focuses on a smaller segment of students and is known as the Carolina Leadership Scholars. These individuals go through leadership training exercises and receive funding to put a project into the field that they have selected.

A new program to be offered this fall, Dr. Randazzo said, is called Graduation with Leadership Distinction. It is a program that has the potential to reach the most students in the Carolina community. Interested students, based on meeting specified requirements, can take advantage of this program through four pathways: (1) community service, (2) global learning, (3) professional and civic engagement, and (4) research. The students combine course work with out-of-the-classroom experiences, document everything through an electronic portfolio that is maintained by USC Connect, and write a reflection essay that ties all of the experiences together and discusses how they became better leaders and better individuals as a result of these experiences.

Dr. Randazzo said the Carolina Leadership Initiative would track progress of these initiatives in a couple of different ways. First, by the number of participants who take advantage of each offering and a second metric still under development that would identify qualitative metrics about what these experiences provided to each student to make that individual a better leader.

For graduation with Leadership Distinction, Dr. Randazzo said, individuals would be recognized on their transcript as having achieved this distinction. In addition, the electronic portfolio would be available for the students to use in marketing themselves for jobs or for applications to graduate or professional schools.

In response to a question from Chairman Whittle about the uniqueness of the initiative, Dr. Randazzo noted that a variety of schools had leadership programs in various configurations, but that the University was “breaking new ground” in its endeavor to provide transcript-based validation of student participation in a leadership development program.

B. Innovation: Dr. Curtis next introduced Bill Kirkland, executive director of the Office of Economic Engagement, who is working with business and industry to engage faculty in commercialization of the cutting-edge science and engineering that they produce. Dr. Curtis described Mr. Kirkland as also working with students and faculty to generate entrepreneurial spirit.

Mr. Kirkland explained that about a year ago Dr. Pastides initiated an effort by the Business Incubator to review how the University could use a business approach to economic development. That resulted in a project between Blue Cross Blue Shield and University researchers comparing USC to its peers across the country that yielded recommendations in February 2013 that were now being implemented. He then provided Board members an overview of the University’s Office of Economic Engagement and its six functional units:

- Business Solutions, which is the “portal” into the University for outside entities looking to become engaged with the University and its researchers, making it as easy as possible for the outside world to do business with the University. This area also handles outreach to corporations.
- Technology Commercialization, which is the traditional intellectual property office. A portfolio analysis is underway to look at current patents on file, identify how to best manage and protect the patent portfolio, and how to maximize the return on investment.
- Economic Development Outreach, which is an area that helps define the University as a resource for the entire state in bringing in new companies.
- Entrepreneurship, which is an area that internally works with the Provost’s Office to develop workshops for graduate students. Externally there is the Center for Entrepreneurial Technological Innovation that is a USC start up center, which has been in existence for a year. Its purpose is to help companies get started.
- Innovista Research District, which has become part of and is being managed by the Office of Economic Engagement.
- Council for USC Economic Engagement, which has a mission of engaging and supporting all campuses within the University system in economic development.

In summary, Mr. Kirkland described the Office of Economic Engagement as being about workforce development and about using University innovations to move South Carolina forward as a state.

After discussion of the Leadership Initiative and Innovation elements of Focus Carolina, Chairman Whittle stated that there was a need to discuss proposed contractual matters appropriate for Executive Session. Mr. Westbrook so moved and Mr. Jones seconded the motion. The vote was taken and the motion carried.

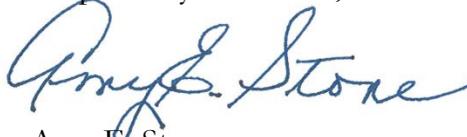
Chairman Whittle invited the following persons to remain: Trustees, the Faculty and Student representatives to the Board, President Pastides and Secretary Stone, Members of the President’s Executive Council, Dean Wilcox, Dr. Doeringhaus, Dr. Howell, Dr. Dozier, and Dr. Priest.

Return to Open Session

III. Other Matters

There being no other matters to come before the committee, Chairman Whittle declared the meeting adjourned at 4:30 p.m.

Respectfully submitted,

A handwritten signature in blue ink that reads "Amy E. Stone". The signature is written in a cursive style with a large initial "A".

Amy E. Stone
Secretary