

University of South Carolina
Board of Trustees
University System Committee Meeting
September 17, 2021

The University System Committee of the University of South Carolina Board of Trustees met at 10:25 a.m. on Friday, September 17, 2021, in the Floyd Board Room, Pastides Alumni Center and by Microsoft Teams.

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

Other Trustees present were Mr. Alex English, 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. Mr. C. Dan Adams, Dr. C. Edward Floyd, and Ms. Molly M. Spearman joined by Microsoft Teams.

Also present were USC Columbia Faculty Senate Chair Dr. Audrey Korsgaard and USC Columbia Student Government President Mr. Alex Harrell.

Others in attendance were Interim President Harris Pastides; Secretary Cameron Howell; Vice Provost and Dean of Faculty Cheryl Addy; Vice President of Human Resources Caroline Agardy; Dean of the USC College of Nursing Jeannette Andrews; Interim Dean College of Hospitality, Retail and Sport Management David Cardenas; President and Chief Executive Officer, USC Foundations Jason Caskey; Associate Provost for Palmetto College John Catalano; Dean of the USC Arnold School of Public Health Tom Chandler; Vice President for System Affairs Derham Cole; Interim Provost Stephen Cutler; Communications

Manager, Office of the Provost Abraham Danaher; Vice President for Development Monica Delisa; Chief Audit Executive Pamela Dunleavy; Chancellor Palmetto College Susan Elkins; Associate Vice President of Finance and Budget Kelly Epting; Presidential and Provost Faculty Fellow Stacy Fritz; Dean of the School of Music Tayloe Harding; Chief Executive Officer, USC Alumni Association Wes Hickman; Interim Director for Academic Programs Trena Houpp; USC Aiken Chancellor Sandra Jordan; University Controller Mandy Kibler; Assistant to the President for System Affairs Eddie King; Executive Director of Economic Engagement Bill Kirkland; Director of Government Relations Derrick Meggie; General Counsel and Executive Director of Compliance Programs Terry Parham; Chief Operating Officer Jeff Perkins; Vice President for Student Affairs and Vice Provost Dennis Pruitt; Interim Dean UofSC College of Arts and Sciences Joel Samuels; Interim Dean UofSC College of Pharmacy Julie Sease; University Treasurer, Associate Vice President and Chief of Staff Division of Administration and Finance Joe Sobieralski; Interim Vice President of Health and Well-Being Jason Stacy; Assistant Vice President, Media and External Engagement Jeff Stensland; Athletic Director Ray Tanner; 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; Public Relations Strategist Dana Woodward; and Board of Trustees support staff.

OPEN SESSION

I. Call to Order

Chair Moody called the meeting to order, welcomed those in attendance, and asked Trustees in the room to introduce themselves. Secretary Howell confirmed those joining by Microsoft Teams.

Chair Moody called on Mr. Stensland to introduce members of the media. Mr. Stensland introduced Collyn Taylor with *Gamecock Central* and stated Caleb Bozard with the *Daily Gamecock* had joined by phone.

Chair Moody stated notice of the meeting and the agenda were posted and the press notified as required by the Freedom of Information Act, the agenda and supporting materials were circulated to the Committee, and a quorum was present to conduct business.

MOTION TO ENTER EXECUTIVE SESSION

Chair Moody stated there was a need to enter Executive Session to receive legal advice regarding a contractual matter. Dr. Smith made the motion to enter Executive Session, and Mr. Westbrook seconded the motion. A vote was taken, and the motion carried unanimously. Chair Moody invited the following to remain: voting Trustees, Interim President Pastides, Secretary Howell, Mr. Harrell, Dr. Korsgaard, the President's Executive Council, and Board support staff.

Chair Moody stated no action will be taken in Executive Session and asked those not invited to remain to please step out.

EXECUTIVE SESSION

- **Executive Session Removed**

RETURN TO OPEN SESSION

II. Report from System Leadership Council – Online Initiatives Committee

Interim Provost Cutler stated Interim President Pastides charged him in July with appointing a committee to assess the online learning programs and Carolina Online, and to offer advice on ways to address administrative and governance hurdles associated with online learning. An Online Initiatives Committee was formed and met weekly to look at providing concierge services to students admitted into the online learning programs. Seventy-three

enrollment applications were received of which 20 were denied for not meeting minimum qualifications. Of the remaining 53, 12 students rescinded their application because the programs they wanted were not available. The Board has approved two online programs, and there are 78 other programs that are part of the comprehensive system. Student enrollment in the online programs is expected to grow in the spring semester.

Chair Moody thanked Interim Provost Cutler and stated the System Leadership Council report was received as information.

III. Committee Education – Enrollment Management Expert Council

USC Upstate Vice Chancellor Donette Stewart presented information regarding the University of South Carolina System Enrollment Management. She stated the System Enrollment Management Team is comprised of six leaders of their individual campuses representing USC Upstate, Palmetto College, USC Beaufort, USC Aiken, and USC Columbia, who are working together to benefit the entire USC System. One of the first things the Team did was to assess the ten-year trends from fall 2010 to fall 2019 in total headcount enrollment and in degrees awarded. The trends were positive, reflecting advances in enrollment from 44,000 to 53,000 and graduates from 8,500 to 12,000. Three key assumptions identified for driving enrollment decisions for the University System were the following: 1) to continue diverse enrollment growth at all universities, 2) to maintain leadership by striving to provide access to higher education to a greater percentage of South Carolina residents, and 3) to increase educational opportunities for citizens of South Carolina and beyond. A strengths, weaknesses, opportunities, and threats analysis focused on enrollment was conducted to serve as a guide in developing recommendations to be presented to the University System Committee. Key areas of strength are that the University System is an economic engine across the state and that campuses are located across the state. Areas of weakness are a lack of

enrollment strategy across the USC System, Banner limitations, and branding confusion. Expansion of target populations and retention of South Carolinians were identified as opportunities. Freshmen enrollment and the competition for students across all campuses were identified as threats.

Vice Chancellor Stewart reviewed some of the projects and plans the Enrollment Management Team will be bringing forward to the University System Committee. Data show there will be a peak in the number of students graduating from high schools across the United States through 2025, after which there will be a decline. The University System wants to be prepared for that continued enrollment growth and success, and the CollegeAPP database reflecting demographics, educational attainment, household finances, and contact information of four million South Carolinians is a potential new pipeline for students across the state of South Carolina. The Enrollment Management Team plans to develop specific initiatives and recommendations that will unleash the power of the USC brand, partner with other offices across the system with respect to retention, enrollment, and collaborate in the best interests of the USC System and the state of South Carolina.

Chair Moody thanked Vice Chancellor Stewart and stated the Enrollment Management Expert Council report was received as information.

IV. Other Matters

Chair Moody stated the Committee is working to ensure the matrix aligns with the work that is being done. Priority 5.1 addresses governance and system leadership, Priority 5.2 addresses student outcomes and online learning, and Priority 5.3 addresses actual outcomes. She called for other matters to come before the Committee. There were none.

V. Adjournment

There being no further business to discuss, Chair Moody declared the meeting adjourned at 10:51 a.m.

Respectfully submitted,

Cameron Howell
Secretary