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University of South Carolina  
BOARD OF TRUSTEES

December 18, 2012

The University of South Carolina Board of Trustees met on Tuesday, December 18, 2012, at 2:35 p.m. in the 1600 Hampton Street Board Room.

Members present were: Mr. Eugene P. Warr, Jr., Chairman; Mr. John C. von Lehe, Jr., Vice Chairman; 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. William C. Hubbard; Mr. William W. Jones, Jr.; Mr. Toney J. Lister; Mr. Miles Loadholt; Mr. Hubert F. Mobley; Ms. Leah B. Moody; Dr. C. Dorn Smith; Mr. Thad H. Westbrook; Mr. Mack I. Whittle, Jr.; Mr. Charles H. Williams; and Dr. Mitchell M. Zais.

Also present were faculty representative Dr. Sandra J. Kelly and student representative Kenny Tracy.

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; Vice President for Human Resources Chris Byrd; Vice President for Development and Alumni Relations Michelle Dodenhoff; Vice President for Communications Luanne Lawrence; Vice President for Student Affairs and Vice Provost for Academic Support Dennis A. Pruitt; Vice President for Information Technology and Chief Information Officer William F. Hogue; General Counsel Walter "Terry" H. Parham; Athletics Director Ray Tanner; Executive Assistant to the President for Equal Opportunity Programs Bobby Gist; College of Arts and Sciences Dean Mary Anne Fitzpatrick; Senior Vice Provost and Director of Strategic Planning Christine W. Curtis; Associate Vice President for Business and Finance Leslie Brunelli; Director of Capital Budgets & Financing, Division of Finance and Planning, Charlie Fitzsimons; Director of State Relations Trey Walker; Director of Governmental and Community Relations and Legislative Liaison Shirley D. Mills; Executive Associate Dean and Director of Graduate Studies, School of Music, Andrew Gowan; Associate Dean of the College of Engineering and Computing Jed Lyons; Director, Academic Programs and Academic Common Market Institutional Coordinator, Office of the Provost, Kristia H. Finnigan; Alumni Association Executive Director Jack Claypoole; Associate Director of Planning and Assessment Cameron Howell; Special

Assistant to the President J. Cantey Heath Jr.; Director of News and Internal Communications Wes Hickman; University Technology Services Production Manager Justin Johnson; and Board staff members Debra Allen, Karen Tweedy and Vera Stone.

Chairman Warr called the meeting to order and invited those present to introduce themselves. Mr. Hickman introduced members of the media in attendance: Andy Shain of *The State*. Chairman Warr invited the Reverend Frank W. Anderson of the Lutheran Campus Ministry to deliver the invocation.

Chairman Warr 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.

Chairman Warr stated that there were contractual matters relative to gift naming opportunities, as well as personnel matters that included recommendations for honorary faculty titles, appointments with tenure, mid-year tenure and promotion recommendations, and honorary degree nominations appropriate for discussion in Executive Session

Chairman Warr called for a motion to enter into Executive Session. Mr. Williams so moved and Mr. Fennell seconded the motion. The vote was taken and the motion passed.

Chairman Warr invited the following persons to remain: President Pastides, Secretary Stone, members of the President's Executive Council, and Mr. Hickman.

## Return to Open Session

### I. APPROVAL OF MINUTES:

The following 12 sets of minutes were circulated by email to the Board for review and were presented for approval:

- A. Intercollegiate Athletics Committee, September 21, 2012
- B. Buildings and Grounds Committee, September 21, 2012
- C. Ad Hoc Committee on Legal Affairs, October 3, 2012
- D. Audit and Compliance Committee, October 5, 2012
- E. Executive Committee, October 5, 2012
- F. Board of Trustees, October 5, 2012
- G. Called Executive Committee, October 26, 2012
- H. Buildings and Grounds Committee, November 9, 2012
- I. Health Affairs Committee, November 9, 2012
- J. Student-Trustee Liaison Committee, November 9, 2012
- K. Called Executive Committee, December 3, 2012
- L. Called Board of Trustees, December 3, 2012

There were no additions, deletions or corrections to the minutes; therefore, they stood approved as distributed.

### II. COMMITTEE REPORTS

- A. Buildings and Grounds Committee  
(The Honorable William W. Jones, Jr., reported)

The Buildings and Grounds Committee met on November 9, 2012, and the following items require Board approval.

The University hereby declares its official intent, pursuant to Federal Regulations, to reimburse itself from the amounts of proceeds of the tax-exempt bond issue.

1. Project Approvals – Jones PSC Laboratory Renovations

On behalf of the Buildings and Grounds Committee, Mr. Jones moved to establish and fully fund this project with a budget of \$340,000 to be funded with Institutional Funds from the College of Arts and Sciences. Mr. Westbrook seconded. The vote was taken and the motion passed.

2. Project Budget Adjustment – Coker Life Sciences Laboratory Renovation

On behalf of the Buildings and Grounds Committee, Mr. Jones moved to increase the budget for this project by \$155,000 funded with Institutional Funds resulting in a total project budget of \$1,150,000 funded with Institutional Funds. Dr. Smith seconded. The vote was taken and the motion passed.

3. Gift Naming Opportunities

On behalf of the Buildings and Grounds Committee, Mr. Jones moved to approve those gift namings as recommended by the Gift Naming Opportunities Committee and distributed in the Board materials.

a) USC Sumter:

“The SAFE Federal Credit Union Computer Lab” in the Anderson Library

b) Moore School of Business:

“The Colonial Life & Accident Insurance Company Group Study Room”

c) School of Law:

(1) “The Haynsworth Sinkler Boyd Clinic Interview Room”

(2) “The Bluestein, Nichols, Thompson & Delgado Library Carrel”

d) School of Journalism and Mass Communication:

(1) “The Stephen M. Brown Student Services Suite”

(2) “The Mari Maseng and George F. Will Classroom”

(3) “The Eleanor Exum McCall Barineau Classroom”

e) Department of Athletics:

(1) “The CertusBank Tutor Room”

(2) “The Wilkins Family Court” at the University’s tennis complex

(3) “The Hardwick Golf Suite” in the Indoor Practice Facility

(4) “The Hyatt Board Room” in the Rice Athletics Center

Mr. Whittle seconded. The vote was taken and the motion passed.

Also in the meeting, the Committee was briefed on three Administrative Notifications of Project Increases: Horizon First Floor Renovations; Spigner House Renovation; and 1200 Catawba Street Renovation. Project Manager Lekita Hargrave gave an in-depth update on the Darla Moore School of Business project. Mr. Walton reported that his team had identified, prioritized and assigned funding for the University’s deferred maintenance needs as a part of the University’s five-year plan. He briefly discussed their process.

B. Health Affairs Committee

(The Honorable C. Edward Floyd reported on behalf of Dr. Smith)

The Health Affairs Committee met on November 9, 2012. Provost Amiridis reported that Secretary Stone and Mr. Mobley had contacted the Secretary to the Medical University of South Carolina Board of Trustees regarding the establishment of a date for a meeting of the Joint Oversight Board of the South Carolina College of Pharmacy as constituted by the affiliation agreement signed by both institutions. The board consists of two members from the Board of Trustees of the University of

South Carolina; two members from the Board of Trustees of the Medical University of South Carolina; and the two provosts. In addition, Executive Dean DiPiro would like to invite the two presidents to attend. Dr. Smith, Chair of the Health Affairs Committee, and Mr. Mobley are the appointees from the USC Board of Trustees.

The goal is to schedule this meeting early in 2013. Executive Dean DiPiro plans to conduct a full review of the school both academically and financially.

C. Student-Trustee Liaison Committee  
(The Honorable Leah B. Moody reported)

The Student-Trustee Liaison Committee met on Friday, November 9. Dr. Dennis Pruitt, Vice President for Student Affairs and Vice Provost for Academic Support, gave a brief overview of how the Student-Trustee Liaison Committee meetings have been conducted historically. He also facilitated discussion among trustees and students on ways to create more meaningful student-trustee interactions.

The committee recommendations included:

- Assign a board member as liaison to each campus
- Send list of SGA officers to each Board member
- Set up Blackboard as means of communication for students to find out what is happening on each campus
- Provide more informal opportunities for student leaders to meet and establish relationships with each other and the Board
- Board members should visit each campus
- Cyber bullying should be addressed system wide
- Schedule spring meetings after SGA elections have been held on all campuses.

Student Government Association representatives gave very informative reports from their respective campus.

D. Ad Hoc Committee on Strategic Planning  
(The Honorable Mack I. Whittle, Jr., reported)

The Ad Hoc Committee on Strategic Planning met earlier in the day and heard a presentation by the director of the Office of Strategic Planning about the commitment to the University's seven focal areas: Educational Quality, Leadership, Innovation, Diversity, Access, Global Competitiveness, and Community Engagement. Emphasis on each of these focal areas increases the quality of our students' educational experience and enhances the University's reputation.

Provost Amiridis addressed educational quality in terms of the academic dashboard performance parameters for USC Columbia. He discussed the University's performance for four student-based parameters, two of which focused on incoming students and two on student outcomes.

He discussed the strategies that have been put into place to meet targets set by the University and the success to date in achieving those targets. In addition, he discussed, the parameters focused on the performance of the faculty and their importance in advancing the University and its reputation. These parameters include student to faculty ratio, which is being addressed through the Faculty Replenishment Initiative, and research performance for which the Office of Research has developed strategies to stimulate research growth and extramural funding. Provost Amiridis concluded with faculty parameters involving faculty reputation through national honors and awards and Ph.D. production, a parameter essential to the Carnegie designation of an institution with a “very high research activity.” He described the key strategies to improve each of the faculty areas in order to meet University targets. The academic dashboard gives the University and the Board of Trustees a concrete means to monitor performance and to advance the institution to higher levels of performance.

Chief Financial Officer Ed Walton outlined measures that the University must take as it moves forward after enduring the deep budget cuts from the state during the current recession. His presentation centered on discussing the history, state of current affairs, and what we do to finance the President’s and the Provost’s priorities. He focused on the necessity of managing our institution and its finances effectively and efficiently. He noted that with prices effectively tied to cost inflation and enrollments aggressively competed, cost controls and system efficiencies become essential, though traditionally unattractive, necessities to higher education effectiveness. Planned and deliberate coordination of efforts between university governance and administration and among campuses, administrators, and regulators is more critical today than ever before.

E. Academic Affairs and Faculty Liaison Committee  
(The Honorable Thad H. Westbrook reported)

The following personnel matters received all appropriate academic and administrative approvals and were presented without objection to the Academic Affairs and Faculty Liaison Committee earlier in the day, and, where appropriate, to the full Board in Executive Session.

1. Honorary Faculty Titles: The following three individuals will be awarded honorary faculty titles effective with their retirement. For the title Distinguished Professor Emeritus:

Professor Danny Faulkner  
Professor Patrick Nolan  
Professor Harry Shealy

On behalf of the Academic Affairs and Faculty Liaison Committee, Mr. Westbrook moved approval of the honorary faculty titles as presented. Mr. Cofield seconded. The vote was taken and the

motion passed.

2. Appointments with Tenure: On behalf of the Academic Affairs and Faculty

Liaison Committee, Mr. Westbrook moved approval to award tenure to the following four individuals:

- a) Dr. Nikky Finney at the rank of Professor in the Department of English Language and Literature, College of Arts and Sciences; she will also serve as the John H. Bennett Jr. Professor of Southern Letters.
- b) Dr. Zafer Gürdal at the rank of Professor in the Department of Mechanical Engineering, College of Engineering and Computing; he will also serve as the McNair Chair in Multifunctional Materials Design.
- c) Dr. Ronnie Horner at the rank of Professor in the Arnold School of Public Health. He will also serve as Director of the Institute for Advancement of Health Care in the Department of Health Services Policy and Management.
- d) Dr. Ward Watt at the rank of Professor in the Department of Biological Sciences, College of Arts and Sciences.

Mr. Williams seconded. The vote was taken and the motion passed.

3. Mid-year Tenure and Promotion Recommendations:

On behalf of the Academic Affairs and Faculty Liaison Committee, Mr.

Westbrook moved to approve the mid-year tenure and promotion recommendations as distributed earlier in the day:

Promotion to Professor

Brandon Applegate, Criminology and Criminal Justice  
Camelia Knapp, Earth and Ocean Sciences  
Carol Harrison, History  
Cary Mock, Geography  
Chris Holcomb, English Language and Literature  
Lara Lomicka-Anderson, Languages, Literatures and Cultures  
Lili Ju, Mathematics  
Linyuan Lu, Mathematics  
Manton Matthews, Computer Science  
Mohammad Ali, Electrical Engineering  
Paul Ziehl, Civil and Environmental Engineering

Promotion to Associate Professor with Tenure

Kate Flory, Psychology  
Ilieva Yordanka, Physics and Astronomy  
Bikram Ghosh, Marketing

Tenure at Associate Professor

Patrick Malone, Psychology  
Anwar Merchant, Epidemiology and Biostatistics

Ms. Moody seconded. The vote was taken and the motion passed.

4. Program Terminations:

On behalf of the Academic Affairs and Faculty Liaison Committee, Mr. Westbrook

moved to approve the following seven program terminations, which were described in the materials.

- a) Bachelor of Science in Engineering (BSE) in Engineering Science
- b) Master of Music (MM), Conducting
- c) Master of Music (MM), Jazz Studies
- d) Master of Music (MM), Music Composition
- e) Master of Music (MM), Music History
- f) Master of Music (MM), Opera Theatre
- g) Master of Music (MM), Piano Pedagogy

Mr. Mobley seconded. The vote was taken and the motion passed.

5. Program Name Change:

On behalf of the Academic Affairs and Faculty Liaison Committee, Mr.

Westbrook moved approval to change the name of the Department of Nursing at USC Beaufort to the Department of Nursing and Health Professions as distributed in the materials. Mr. Jones seconded.

The vote was taken and the motion passed.

6. Revised Mission Statement, USC Beaufort:

On behalf of the Academic Affairs and Faculty Liaison Committee, Mr.

Westbrook moved to approve the revised USC Beaufort Mission Statement as distributed in the materials. Mr. Jones seconded. The vote was taken and the motion passed.

7. USC Regional Campuses *Faculty Manual* Changes:

On behalf of the Academic Affairs and Faculty Liaison Committee, Mr. Westbrook

moved to approve the USC Regional Campuses *Faculty Manual* changes as distributed in the materials.

Mr. Cofield seconded. The vote was taken and the motion passed.

8. Removal of Honorary Degree Candidates from the Table:

On behalf of the Academic Affairs and Faculty Liaison Committee, Mr.

Westbrook moved to remove the names of the following honorary degree recipients from the table:

John N. Gardner  
Louis L. Holtz  
Cathy B. Novinger  
Marlena Mills Smalls  
Wenliang Wang

Mr. Fennell seconded. The vote was taken and the motion passed.

In other matters before the Academic Affairs and Faculty Liaison Committee, Mr. Westbrook reported that Dr. Sandra Kelly gave a presentation on the role of faculty in the University structure.



### III. EXECUTIVE COMMITTEE

(The Honorable Eugene Warr, Jr. reported)

Earlier in the day, the Executive Committee approved contracts valued in excess of \$250,000.

These included:

- An amendment of a software purchase agreement previously approved by the Board to authorize USC Law Enforcement to purchase additional software from SunGard Public Sector at a cost of \$41,932.
- An amendment of a loan agreement previously approved by the Board to amend the scope of certain energy projects at USC Aiken and reduce the amount of funds USC Aiken borrows from the S.C. Energy Office to fund the projects from \$440,000 to \$437,939.
- Thirteen (13) Indefinite Delivery Contracts for civil and surveying, roofing and geotechnical consultant services valued at \$500,000 each were approved for: URS Corporation; American Engineering Consultants, Inc.; Keck and Wood; Cox and Dinkins; Chao and Associates; Lyon and Associates; Stafford Consulting Engineers; Shepard and Associates; REI Engineers; Terracon Consultants; F&ME Consultants; S&ME Consultants; GS2 Engineering & Environmental Consultants.

The following contracts, with values exceeding \$750,000 were approved by the Executive

Committee earlier in the day for recommendation to the Board for action:

- On behalf of the Executive Committee, Chairman Warr moved approval to renew the lease with the U.S. Department of Justice for 52,726 square feet of space on the second and third floors of the University's building located at 1600 Hampton Street for a period of 10 years ending September 30, 2022. The rental fee will be \$14.21 per square foot for the term beginning October 1, 2012, and ending September 30, 2013. The rental fee will increase 1.5% per year for each year thereafter. Mr. Burroughs seconded. The vote was taken and the motion passed.
- On behalf of the Executive Committee, Chairman Warr moved approval to renew the software license agreement between the USC Institute for Families in Society and Verisk Health Solutions, Inc. for a period of four and a half years ending June 30, 2017, at a total cost of \$1,294,000. Mr. Lister seconded. The vote was taken and the motion passed.
- On behalf of the Executive Committee, Chairman Warr moved approval of a three-year extension of an agreement under which the Darla Moore School of Business will offer its Executive International Master of Business Administration Program to the Instituto Tecnologico Y De Estudios Superiores De Monterrey. The Darla Moore School of Business will receive approximately \$350,000 annually. Mr. Fennell seconded. The vote was taken and the motion passed.
- On behalf of the Executive Committee, Chairman Warr moved approval of a Service Agreement with the USC Alumni Association under which the Alumni Association will provide designated services designed to strengthen the University's alumni network for a period of five years, in exchange for which the University will pay the Alumni Association the sum of \$2,527,570 annually in equal quarterly installments. Chairman Warr further indicated that when the motion was discussed during the Executive Committee meeting, it was clarified that the University's Chief Financial Officer Ed Walton would maintain the authority to modify non-financial terms on behalf of the University within the parameters of the dollar amount approved by the Board's action. Mr. von Lehe seconded. The vote was taken and the motion passed.
- On behalf of the Executive Committee, Chairman Warr moved approval of two-year Indefinite Delivery Contracts with five companies to provide roofing services at a

value of \$1 million each. IDCs provide the University a way of having companies readily available to respond to facility-related needs in a timely manner. These companies were selected through a competitive solicitation process approved by the State Engineer; they are: Watts & Associates, Baker Roofing, Aqua Seal & Manufacturing, I&E Specialties, and CCR. Mr. Westbrook seconded. The vote was taken and the motion passed.

The Executive Committee also received a request to approve a Higher Education Bond Resolution authorizing up to \$41 million for the purpose of obtaining financing for the renovation of the Women's Quad and South Tower dormitories on the Columbia Campus. The authorized amount will provide funding to complete the projects and the amount necessary for capitalized interest and issuance costs associated with the bonds. The intent is to service these bonds with housing revenues. On behalf of the Executive Committee, Chairman Warr moved approval of the bond resolution as distributed. Ms. Moody seconded. The vote was taken and the motion passed.

Presented for information to the Executive Committee was the Comprehensive Annual Financial Report for the year ended June 30, 2012. A copy of the report was provided to all Trustees in attendance at the meeting and it was made available electronically on the Board Portal.

The Executive Committee also received a report on Computer Security from Vice President Hogue. USC has launched SecureCarolina to focus on information security, privacy, and compliance. SecureCarolina is aligned with larger state and federal efforts to safeguard data and online transactions. USC's initiative will include user education and training, strengthening applicable university policies and processes, and review and remediation of current server and storage environments.

The final item before the Executive Committee at its December 18 meeting was the proposed bylaws update. Committee members were presented with Draft Five of the Bylaws update, which resulted from the Executive Committee's meeting of October 26. Chairman Warr reported that the Executive Committee is continuing its review and discussion of proposed changes and expects to present a draft for full Board consideration in the spring.

### III. UPDATE: REPORTED FOOTBALL GRADUATION RATES

Athletics Director Ray Tanner explained that in early December 2012 an article quoting inaccurate football graduation rates appeared in the *Charleston Post and Courier* and that a retraction had been printed. The Orlando group that published the numbers has sent a letter of apology for reporting the information inaccurately. The cohort was for the recruiting class of 2002, representing the 2002-2003 academic year, and Mr. Tanner indicated that the number went from 39 percent to 55 percent (graduations for the 2005 freshman class) for the Graduation Success Rate (GSR). Things have changed

drastically since those numbers were collected, he said, noting that the Academic Progress Rate (APR) was more of an accurate description of the success rate or lack thereof and the University was at 966 now, having had a high of 993. For the last four semesters, Mr. Tanner said that the football team has been at a 2.7 or above and the three semesters prior to that, they were at least at a 2.6 or above.

Mr. Fennell reported that the *Greenville News* had recently published the same story and Mr. Tanner said he would follow up with that publication as well.

#### IV. REPORT OF THE ALUMNI ASSOCIATION

Mr. Brown presented the Alumni Association report. He thanked the Board for its vote to approve the five-year service agreement with the Alumni Association, which would allow the Alumni Association to fully implement its strategic plan and to substantially enhance its support of the University. He thanked all of the individuals who worked on the service agreement. Mr. Brown announced that the Midlands Authority for Conventions, Sports and Tourism voted earlier in the day to approve a draft operating agreement with the Alumni Association for the Alumni Center, which marked completion of two important steps to bringing the new Alumni Center to fruition. He reported that a lot of progress had been made toward the Alumni Center, including selection of a construction management agent – LCK Construction Services of Columbia. In late January, he said, architect and engineering firms would be hired. Mr. Brown then thanked Dr. Pastides for his personal contribution to the Alumni Association Building Fund.

Mr. Brown said that Alumni Association Executive Director Jack Claypoole had joined him in visiting all of the University's campuses, meeting with the seven deans and chancellors, to lay a foundation to better partner with the campuses. He also noted several events had taken place, with over 700 people visiting the Alumni Association tent across from the Stadium during Homecoming. On Nov. 9 before the Homecoming game with Arkansas, the Alumni Awards Banquet was held. The Algernon Sydney Sullivan Award was won by Andy Card, the Outstanding Young Alumni Award went to Anton Gunn, the Distinguished Alumni Award went to Charles Way, the Outstanding Black Alumni Awards went to Betty Anne Williams and James Bennett, and the My Carolina Love and Devotion Award went to Don Barton. The Alumni Association appreciated the opportunity to host the 2012 winter graduates at a reception with Dr. Pastides and, Mr. Brown said, the Association planned to host a pre-game party in Tampa at the Outback Bowl with the Gamecock Club and Coach Tanner. He then showed Board members a copy of the new *Carolinian Magazine*, which has a new format.

## V. REPORT OF THE PRESIDENT

Dr. Pastides reported that it had been a very busy and successful fall semester.

This week we kept that streak going. Yesterday, we had a very dynamic speaker in Coach Lou Holtz speaking to our students. What I didn't anticipate was how good the campus would feel, and me personally, to have him back. He was very, very gracious and very, very funny and even more important very, very poignant and on the mark in his comments. I plan personally to keep engaged with Coach Holtz and invite him back whenever he is willing.

I told you at the commencement luncheon that Carolina's first commencement ever was also a December commencement, the 7<sup>th</sup> of December 1807. There were only four graduates then, but this year, 205 years later, we had 2,750 students who qualified for graduation and I think that is a remarkable statistic and I'm proud of each and every one.

I told you that it has been a successful year, but I want to highlight one recent honor that came up earlier today in the Strategic Planning Ad Hoc Committee, and that was we were named one of America's leading universities for diversity and inclusivity. This award is given by the top publication, the oldest and largest diversity-focused publication in higher education. As I responded to Mr. Buyck, it had nothing to do with the numbers of underrepresented minorities or females in the student population or in the professoriate – although I'm proud of those data, too – but it came for having a strategic plan relative to diversity and inclusivity.

Having said that, we are the most diverse university in the State of South Carolina in terms of our student body. Of our 44,000 students, over 17 percent are African American, 3.5 percent are Hispanic and 2.4 percent are Asian or Pacific Islanders. I'm pleased with our Gamecock Guarantee Program. That helps us in our diversity efforts, but I also applaud the great works of Bobby Gist, Shirley Mills, Dennis Pruitt and their offices, and I also recognize my Community Advisory Committee, led by the Honorable I.S. Leevy Johnson, for their guidance and support.

I want to comment on today's Strategic Planning Ad Hoc Committee. We said it and Mr. Burroughs did, it was a very, very good meeting and I want you to know that we have a fervent commitment to plan and execute. I'm reminded of a movie, the biographical movie *Lincoln*. I like what he said about having a compass. He said, "The compass points you true north but does not warn you of obstacles and swamps along the way." I think our strategic plan, Focus Carolina, now points to true north. I think the Board of Trustees and the Administration, we all know what true north is, but what we don't know is much about the obstacles, including the economy, that may come up as we go along.

The second key ingredient beyond the commitment to plan and execute is the communication between us, between the Board and the Administration. I think we're seeing very positive results from the time and effort that has been invested. Frankly, mainly by Amy Stone and her wonderful staff and I think communications are better than they have been, maybe better than they've ever been and I'm not just talking about the technology, but about the access, the openness, the transparency, and the commitment to communicate the good news and the difficult news as it comes up.

Third, and finally, I just want to say, if I point to the reasons why we are moving, I think, toward true north it is the great people around us and particularly around me every day in Osborne and around the University. Let me say clearly that my executive leadership team is at the head of the class, and that is relative to all the great universities in the United States. I won't name them here, you know who they are. But I want you to know they have my full confidence; I lean on them every day for advice and strategic thinking. And, I also believe that our faculty and our staff are at the head of the class.

I know that we all have our eye on Tampa, but I wanted the Board, and I'm sure you wouldn't forget that tomorrow is a big day too. The 19<sup>th</sup> of December – a double header at the Colonial Life Arena, the men's tipoff against Appalachian State at five and a big game for the women. We are 10-0 and ranked 21<sup>st</sup> in America in women's basketball. But we play No. 1 tomorrow evening, we play the Stanford Cardinals. A 7:30 p.m. tipoff and we're hoping to fill the arena or close to it. It is going to be a very, very exciting time.

After that I hope you, like I, will take a well-needed breather, if not a long winter's nap. I wish you and your families all the peace and hope of the Holiday season. I look forward to seeing you, if not tomorrow night, then in Tampa, and certainly we'll come back ready for a great 2013.

#### VI. OTHER MATTERS

Secretary Amy Stone made several announcements. She reported that an overwhelming majority of the Board would travel to Tampa for the Outback Bowl. She thanked Ray Tanner and Charles Waddell, noting they had been extremely cooperative and enthusiastic about working with the Board to make plans to get to Tampa. She announced that Board members needed to arrive at Columbia Metro at 8 a.m. Sunday, December 30, for a charter flight to Tampa that would depart at 9:30 a.m. Those travelling need to report to the Delta counter at Columbia Metro for the Southwest flight. She also reminded members attending the bowl game that a full itinerary would be sent; indicating that there are a lot of events planned including an invitation from Athletics Director Tanner for a welcome/opening reception on Sunday prior to the Bowl Gala. She requested Board members notify her during the holidays if they needed to make changes to their plans.

#### VII. ADJOURNMENT

Since there were no other matters to come before the Board, Chairman Warr declared the meeting adjourned at 3:55 p.m.

Respectfully submitted,



Amy E. Stone  
Secretary