

The official minutes of the University of South Carolina Board of Trustees are maintained by the Secretary of the Board. Certified copies of minutes may be requested by contacting the Board of Trustees' Office at trustees@sc.edu. Electronic or other copies of original minutes are not official Board of Trustees' documents.

University of South Carolina
BOARD OF TRUSTEES

Ad Hoc Committee on Strategic Planning

June 19, 2020

The University of South Carolina Board of Trustees Ad Hoc Committee on Strategic Planning met at 10:00 a.m. on Friday, June 19, 2020, via conference call anchored in Room 206B of the Osborne Administration Building.

Committee members participating by telephone were: Mr. Thad H. Westbrook, Chair; Mr. Robert F. Dozier Jr.; Mr. Miles Loadholt; Ms. Leah B. Moody; Dr. C. Dorn Smith III; Mr. Mack I. Whittle Jr.; Mr. John C. von Lehe Jr., Board Chairman; and Mr. Hubert F. Mobley, Board Vice Chairman. Also participating was the Board's Strategic Advisor David Seaton. Absent was Mr. William C. Hubbard.

Other Trustees participating were: Mr. C. Dan Adams; Mr. Chuck Allen; Mr. J. Egerton Burroughs; Dr. C. Edward Floyd; Mr. Richard A. Jones Jr.; Mr. Toney J. Lister; Ms. Rose Buyck Newton; Mr. Eugene P. Warr Jr.; and Mr. Charles H. Williams.

Also participating were USC Columbia Faculty Senate Chair Mark Cooper and USC Columbia Student Government President Isobel "Issy" Rushton.

Participating in person were: President Robert L. Caslen, Jr.; Secretary J. Cantey Heath, Jr.; Presidential Faculty Fellow Susan Bon; Executive Director for Strategic Initiatives Jack Claypool; Assistant Vice President of Administrative Operations Joe Sobieralski; Director of Public Relations Jeff Stensland; Executive Vice President for Administration and Finance Ed Walton; and Board of Trustees staff members Delphine Bigony, Terri Saxon and Ina Wilson.

Others participating by telephone were: Vice President for Human Resources Caroline Agardy; Federal Legislative Liaison Steve Beckham; President's Chief of Staff Mark D. Bieger; Senior Associate Vice President for Student Affairs and Academic Support Stacey Bradley; Dean of the Darla Moore School of Business Peter Brews; USC Upstate Interim Chancellor Derham Cole; Chief Audit Executive Pamela Dunleavy; USC Palmetto College Chancellor Susan Elkins; Interim Vice President for Development William Elliott; Associate Vice President for Finance and Budget Kelly M. Epting; Interim Provost Tayloe Harding; Chief Executive Officer, My Carolina Alumni Association Wes Hickman; USC Aiken Chancellor Sandra Jordan; Comptroller Mandy Kibler; Assistant to the President for System Affairs Eddie King; Executive Director for the Office of Economic Engagement William D. "Bill" Kirkland; Director of State Government and Community Relations Derrick Meggie; Vice President for Research Prakash Nagarkatti; USC Beaufort Chancellor Al Panu; General Counsel Walter "Terry" H. Parham; Director of Public Policy and Advocacy Craig Parks; Associate Vice President for Administration and Finance and Medical Business Affairs Jeffrey L. Perkins III; Vice President for Student Affairs Dennis A. Pruitt; Executive Assistant to the President, Equal Opportunity Programs Cliff Scott; Special Assistant to the President James Smith; Athletics Director Ray Tanner; Vice President for Academic Affairs and Provost William "Bill" Tate; Vice President of Communications Larry Thomas; and Vice President for Diversity, Equity and Inclusion Julian Williams.

Call to Order

Chairman Westbrook 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 and supporting materials had been circulated; and a quorum was present to conduct business. Secretary Heath confirmed those joining the meeting by telephone.

Mr. Stensland introduced members of the press participating by telephone: Erin Slowey from the

Daily Gamecock; Emily Correll from *WLTX*, and Josh Kendall from *The Athletic*; and Lucas Daprile from *The State*.

I. Approval of University of South Carolina Strategic Plan

Chair Westbrook said the purpose of the meeting was to receive a final high-level review of the Strategic Plan after which he would entertain a motion for approval to recommend the Strategic Plan to the full Board. He thanked President Caslen, Mark Bieger, Jack Claypoole, and the Priority Leads for their work in developing the Strategic Plan and expressed appreciation to the Board for their feedback and support throughout the process. Chair Westbrook called on President Caslen to present the Strategic Plan.

President Caslen said developing the Strategic Plan and implementing it over the next two to five years is the most important thing he will do as President of the University of South Carolina. He said, “Amid crisis, whether COVID-19 or protests, it is important to remain focused on the strategic horizon otherwise you may fail to see opportunities that others will seize, and we will lose.” The plan, entitled *For South Carolina, a Path to Excellence*, integrates Focus Carolina 2023 and clearly defines a path forward for our University as the flagship of the state. President Caslen said consensus for our mission and key priorities was determined through engagement and transparency throughout the plan’s development. He said, “The focus of a Flagship University is to understand what the needs are for this state and to serve the people of the State of South Carolina. To understand those needs, you must understand your education pipeline, the K-12 system that will serve the University of South Carolina enrollment. There also needs to be an understanding of the South Carolina economy and how the University is meeting and improving education outcomes to improve the economy. As the State’s Flagship Institution, the University’s mission is to transform the lives of the people of South Carolina, the nation, and the world through empowering education, innovative research, creative engagement, impactful economic development, and selfless service within an inclusive and diverse environment.”

President Caslen reviewed the eight priorities. Students are the University's number one priority. And so, Priority 1 is student centric. Priority 2 is to assemble and cultivate a world-class faculty and staff. The faculty's standard is to be the best faculty in the nation and the Strategic Plan includes programs to address the faculty's development to accomplish that. Priority 3 addresses research. The University is currently a Carnegie R1 research institution. The best research institutions in America are invited into the Association of American Universities (AAU). It is the collective expectation of our faculty, staff, and administration to be worthy of membership in AAU. It will take investments in faculty and infrastructure to get there and Priority 3 establishes that pathway. Priority 4 is tremendously important because it creates the foundation, culture, and environment for everything to occur. Cultivating a more diverse, equitable and inclusive campus culture where every individual, regardless of background, has the full opportunity to flourish and thrive is not only an important priority, it is important to the University's mission. Priority 5 addresses the University System by harnessing the power, attributes, and institutional diversity of an integrated and interoperative USC System that enhances access, success, and affordability for every South Carolina eligible student. One of the pathways to address this is to have programs that are interactive and allow students to seamlessly transfer from one program to another. Priority 6 is to spur innovation and economic development through impactful community partnerships. Great progress has been made in this area through the University's work with the Army Futures Command and the South Carolina Cyber Institute. Priority 7 addresses providing a sustainable campus infrastructure that supports academic excellence and preeminent student life. This includes fundraising and digital learning. Priority 8 is to build teams that win with excellence, character, and integrity. It addresses club teams and academic teams as well as the NCAA teams. It also addresses success in the classroom with holistic support for all our student athletes.

President Caslen said this Strategic Plan represents the product of unprecedented collaboration. Academic leadership, administrative leaders, faculty, staff, and students were engaged in creating the pathways toward excellence with quantifiable metrics. He anticipates providing updates to the Board on a quarterly basis so that adjustments can be considered, if necessary.

Chair Westbrook said the University Administration, subject to approval of the Budget, will be prepared in July or August to outline funding sources and identify the priorities and goals where they will be applied. He called for a motion to recommend approval of the Strategic Plan to the full Board. Mr. Whittle made a motion, and Ms. Moody seconded the motion. There was no discussion and the vote was taken and the motion approved.

II. Adjournment

There being no other matters on the meeting agenda, Chairman Westbrook declared the meeting adjourned at 10:32 a.m.

Respectfully submitted,

A handwritten signature in blue ink, appearing to read "J. Cantey Heath, Jr.", written in a cursive style.

J. Cantey Heath, Jr.
Secretary