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University of South Carolina  
BOARD OF TRUSTEES

Academic Affairs and Faculty Liaison Committee

December 19, 2017

The Academic Affairs and Faculty Liaison Committee of the University of South Carolina Board of Trustees met at 9:00 a.m. on Tuesday, December 19, 2017, in the Alumni Center's C. Edward Floyd Boardroom.

Members present were: Ms. Leah B. Moody, Chair; Mr. Mark W. Buyck Jr.; Mr. Thomas C. Cofield; Mr. A.C. "Bubba" Fennell III; Mr. William C. Hubbard; Mr. Tommy Preston Jr.; Dr. C. Dorn Smith III; Mr. Thad Westbrook; and Mr. John C. von Lehe Jr., Board Chairman.

Other Board members present were: Mr. Chuck Allen; Mr. J. Egerton Burroughs; Dr. C. Edward Floyd; Mr. Toney J. Lister; Mr. Miles Loadholt; Mr. Hubert F. Mobley, Board Vice Chairman; Ms. Molly M. Spearman; Mr. Eugene P. Warr Jr.; and Mr. Mack I. Whittle Jr.

Also present were Faculty Senate Chair Marco Valtorta; Student Government President Ross Lordo; and Faculty Liaison Committee members August E. "Augie" Grant; Camelia C. Knapp; William E. Sudduth; and Hendrikus van Bulck.

Others present were: President Harris Pastides; Secretary J. Cantey Heath Jr.; General Counsel Walter "Terry" H. Parham; Provost Joan T. A. Gabel; Chief Operating Officer Edward L. Walton; Chief Financial Officer Leslie Brunelli; Chief Information Officer Doug Foster; Chief Audit Executive Pam Doran; Vice President for Student Affairs Dennis Pruitt; Vice President for Development Jancy Houck; Vice President for System Planning Mary Anne Fitzpatrick; Vice President for Human Resources Chris Byrd; Vice President for Research Prakash Nagarkatti; Chief Communications Officer Wes Hickman; Chief Diversity Officer John H. Dozier; Athletics Director Ray Tanner; University Treasurer Pat Lardner; University Architect Derek Gruner; Associate Vice President for Administration and Finance and Medical Business Affairs Jeffrey L. Perkins III; Vice Provost and Dean of the Graduate School Cheryl L. Addy; Associate Provost for Academic Programs Tena Crews; Palmetto College Chancellor Susan Elkins; USC Aiken Chancellor Sandra Jordan; USC Beaufort Chancellor Al Panu; USC Upstate Chancellor Brendan Kelly; College of Arts and Sciences Dean Lacy Ford; College of Education Dean Jon Pedersen; USC Aiken

Executive Vice Chancellor for Academic Affairs Jeff Priest; USC Aiken Dean of the School of Education Judy Beck; USC Aiken Dean of the College of Sciences and Engineering Daren Timmons; Executive Director for the Office of Economic Engagement William D. “Bill” Kirkland; Executive Director of My Carolina Alumni Association Jack W. Claypoole; Director of State Government Relations Derrick Meggie; Jamil Khan, Mechanical Engineering Department Chair, College of Engineering and Computing; Brian Mihalik, Director of the Center for Mega-Event Research and Education, College of Hospitality, Retail, and Sport Management; Ann Loadholt, wife of Trustee Miles Loadholt; Cynthia Lister, wife of Trustee Toney Lister; University Technology Services Production Manager Matt Warthen; and Board staff members Debra Allen and Ina Wilson.

I. Open Session: Call to Order

Chair Moody called the meeting to order and invited committee members to introduce themselves. She 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. Mr. Hickman introduced media representatives in attendance: Bristow Marchant with *The State*.

**Motion for Executive Session**

Chair Moody stated there were personnel matters dealing with honorary academic titles, appointments with tenure, and tenure and promotion recommendations appropriate for Executive Session. Mr. Fennell moved to enter Executive Session and Mr. Westbrook seconded the motion. The vote was taken and the motion carried.

The following individuals were invited to remain: President Pastides, Secretary Heath, members of the President’s Executive Council, Ms. Doran, Dr. Valtorta, Mr. Lordo and Faculty Liaison Committee members.

**Executive Session**

**Return to Open Session**

II. University Research – Update

Dr. Prakash Nagarkatti, Vice President for University Research, thanked Trustees for the opportunity to share the outstanding progress made by both faculty and students over the past few years.

He reported the University had reached a record high of around \$250 million in research and sponsored award funding in 2017. Economists believe every research dollar brought into the State results in a ripple effect of about three to four times its original value, he said. Thus the economic impact of the University's sponsored awards is between \$750 million and \$1 billion.

He said USC, like most universities in the United States, depends heavily on federal research dollars. Nearly 70% of the research performed by faculty is supported by federal agencies like the National Institute of Health (NIH), Department of Energy (DOE) and Department of Defense (DOD). He noted trends in federal research and development investment show a steady decline since 2011.

Dr. Nagarkatti said one of his goals since joining the Office of Research in 2011, was to promote interdisciplinary research across the University and the Research Office has developed new programs to achieve this goal. One such program is Aspire. The Aspire grants promote interdisciplinary research through internal funding. An individual can apply for a \$15,000 Aspire grant, he explained, but a group of three or more collaborators from different colleges or disciplines can apply for a \$100,000 grant. Thus, faculty members are incentivized to collaborate with one another. Approximately 50 applications are received annually listing an average of five faculty members per application. The success of the program is evident in that faculty who participated in Aspire Grants between 2012-2016 generated \$123 million in new research funding.

In addition to Aspire, Dr. Nagarkatti highlighted the following new programs, which were developed by the Research Office in the past five years and are having a significantly impact:

- Caravel: online undergraduate research journal that showcases undergraduate student research and creativity; 25 published articles.
- SPARC: graduate student research grants; 263 total grants awarded at \$5,000 each.
- SMART: summer mentoring program for minority students to enhance training of under-represented students, and encourage their recruitment into graduate programs at USC; 138 students completed SMART faculty-mentored summer research projects.
- RISE: provides support for faculty at Comprehensive and Palmetto College campuses to engage in research and scholarly activities during the summer.
- FRIP: faculty recruitment incentive program developed to recruit highly successful, funded faculty to USC; 14 new faculty recruited who brought with them \$16.46 million in awards.

A metric used to measure how well the University is promoting interdisciplinary research is the number of research centers of excellence funded by national agencies like the NIH. The University currently has over 15 centers of excellence, a significant increase from the five centers in existence from

2005-2010. The impact of these centers has translated into an average of \$10 million in research funding per center and dramatically increased levels of faculty productivity and collaboration.

Because the University's research profile has grown, USC is now receiving more national and international recognition and is being invited to be part of major research consortiums. For example:

- \$140 million, DOE-funded Rapid Manufacturing Institute
- \$250 million, DOD-funded Consortium on Advanced Robotics

Dr. Nagarkatti noted USC swept the Governor's Award in every category in 2016, which was a huge accomplishment. These included:

- The Governor's Award for Excellence in Scientific Research
- The Governor's Award for Excellence in Scientific Awareness
- The Governor's Young Scientist Award for Excellence in Scientific Research
- The Governor's Award for Excellence in Scientific Research at a Predominantly Undergraduate Institution

He also said Discover Day 2017, which showcases the work of undergraduate and graduate students, postdoctorals and medical scholars, was a great success with 1,000 presentations and over 2,000 attendees.

Looking at the number and quality of publications, Dr. Nagarkatti reported faculty productivity increased 40% from 2011-2016 as compared to the previous five years (2005-2010). The number of citations (faculty works cited) also have increased dramatically in recent years, which means USC is increasingly recognized for the quality of its research.

Trustee Cofield expressed his thanks to Dr. Nagarkatti for his leadership and the phenomenal impact of his work.

Chair Moody said this update was received as information.

### III. Strategic Plan for Diversity and Inclusion – Update

Chair Moody called on Dr. John Dozier, Chief Diversity Officer, who said he would be sharing data from the Diversity and Inclusion Dashboard, which serves as a vehicle to measure the success of the University's efforts in this area. He reported the dashboard provides data on four key attributes: composition, achievement, engagement and inclusion.

Composition: In this category, the University measures undergraduate enrollment, graduate enrollment, faculty composition and staff composition. The data is provided in both raw numbers and percentages for clarity. Trends in enrollment/composition are also captured and measured. Dr. Dozier

presented data for USC Columbia and the USC System, noting the data showed positive trend lines with enrollment of under-represented minority students increasing steadily since 2008.

Achievement: Dr. Dozier said metrics for this key attribute currently include freshman-sophomore retention and six-year graduation rate (overall and by race/ethnicity). Here again, the trend lines are positive. He added he was currently working with the Counsel of Academic Diversity Officers to identify effective metrics for faculty and staff achievement.

Engagement: A number of programs are in place to promote greater engagement across the University community. These include:

- Dive-In and Lunch Series
- Provost's Forums – "Finding Common Ground"
- National Center for Faculty Development and Diversity
- Faculty Affinity Groups
- The Welcome Table SC
- Climate Studies
- Bias Complaint Process
- Council of Academic Diversity Officers
- Think College, Think Carolina!

Inclusion: This attribute intends to gauge respondents' feelings through the administration of climate surveys. In Spring 2016, the first climate survey was launched by the University directed at the undergraduate student population. The survey featured about 200 questions taking approximately 10-15 minutes to complete. A survey directed at faculty and staff followed in Spring 2017. Dr. Dozier said the next survey, which will be a campus wide climate assessment for students, faculty and staff in Spring 2018, is being revamped into a shorter five-minute survey. Results from the new survey will be shared with Trustees in the fall of 2018.

In response to a question by Mr. Lordo, Dr. Dozier said he would explore the feasibility of incorporating climate study questions in the evaluations and surveys that routinely occur at the end of the semester as a way to yield greater participation and overcome survey fatigue.

During ensuing discussion, Trustee Mobley noted University System enrollment numbers needed to be better communicated in the public arena as this was an important component of the University's success story in serving minority students. Trustee Smith added that it would be helpful to break down USC System data by each individual campus as well, noting the adage of "all politics are local."

President Pastides said it was important to note, USC Aiken and USC Upstate had received the official Minority Serving Institution designation from the federal government. In response to a Trustee question, Chancellor Jordan explained this designation is bestowed upon schools whose student body is composed of at least 40% of under-represented minority students. President Pastides added this highlights the University's dramatically increasing minority enrollment trends, particularly at USC System institutions, and more assertive marketing is needed to get the word out about this "success story."

Trustee Smith emphasized the University needs to get the word out in the media that minority enrollment has gone up across the board. He also noted it was important to provide the Board with clear and meaningful data to have available during University Trustee screening sessions. Dr. Dozier responded he would be glad to provide any necessary data. Trustee Smith also encouraged Dr. Dozier to personally attend the legislative screenings to gain a better understanding of the information that was needed.

Trustee Fennell said he had been provided data at his last screening that showed USC graduated more minority students than other schools in the state, including S.C. State and Clemson. Dr. Dozier responded this was correct and this information was measured by the dashboard.

Chair Moody said many students are choosing to attend system campuses as a more affordable college option, which speaks to access, and needs to be better communicated in the public forum as well. Trustee Westbrook added it would be interesting to know the break-out of the Palmetto College information to show how the online completion program has been a great success for access throughout the state.

In response to a question by Trustee Preston, Dr. Dozier responded the University is aggressively recruiting under-represented minority students. Dr. Pruitt added the University is in its third year of executing a detailed, five-year recruiting plan that uses an effective three-prong approach focused on access, affordability and success.

Dr. Dozier said he was working with Mr. Hickman, Mr. Meggie and Dr. Pruitt on contextualizing this information and it would be provided to Trustees in January 2018. He closed by thanking the Board for its commitment to diversity and inclusion.

Chair Moody said this update was received as information and thanked Dr. Dozier, reminding him Trustee Westbrook had requested the presentation be posted in the Resource Center on the Board Portal.

Chair Moody called on Provost Joan Gabel to present the agenda items for the Columbia Campus.

#### IV. USC Columbia

Provost Gabel began by giving a brief update on the Excellence Initiative, a program

designed to make new, strategic investments in academic affairs. It is funded by a 3% budget reallocation, with oversight by a representative of the Board, the faculty, the provost, and the president. She said a faculty committee had been impaneled, the committee charter finalized and the first call for proposals had been issued. Phase I proposals are due by February 1, 2018.

Chair Moody said this update was received as information

A. New Programs

1. Master of Science in Nursing Informatics, College of Nursing
2. Bachelor of Science in Engineering, Aerospace Engineering, College of Engineering and Computing

Provost Gabel explained informatics in health care is the management of information and technology to improve health care quality, patient safety, efficiency, and patient outcomes. She reported the Master of Science in Nursing Informatics degree would be delivered 100% online giving it wide availability and serving a very specific need in the State. Health Information and Management Systems Society (HIMSS) 2017 leadership and workforce survey reported 24-61% increases in the workforce need within the area of nursing informatics. No other public universities in South Carolina offer this master's degree. She noted last year the College of Nursing had hired a nationally regarded faculty member in this area of specialty, Dr. Rhonda G. Hughes. The program is expected to enroll approximately 10 students every semester and be revenue positive with no additional investment from the University.

Provost Gabel said the second proposed program is a Bachelor of Science in Engineering, Aerospace Engineering. She noted aerospace is the second largest cluster in the state after the automotive industry and it is growing. In fact, aerospace has the highest growth rate in employment among all industries in South Carolina. She stated there were currently no undergraduate aerospace programs in the state. Many components needed for this new program are already in place as the University has a master's level program in this specialty and the McNAIR Center. The College of Engineering has reallocated funds for procurement for a wind tunnel once the new program is approved. Control and simulation lab regarding aircraft flight controls will be introduced in the second phase of the McNAIR Center beginning in 2018. Initial enrollment is expected to be around 30 students per semester making the proposed program independently viable.

Chair Moody called for a motion to recommend approval by the full Board of these two new programs at USC Columbia: Master of Science in Nursing Informatics in the College of Nursing, and Bachelor of Science in Engineering, Aerospace Engineering in the College of Engineering and Computing

as presented and described in the materials posted on the Board Portal. Mr. Westbrook so moved and Mr. Fennell seconded the motion. The vote was taken and the motion carried.

B. New Centers

1. College Sport Research Institute, College of Hospitality, Retail and Sport Management (HRSM)
2. Community Counseling Center, College of Education
3. Center for Mega-Event Research and Education, College of HRSM
4. Center for Civil Rights History and Research, College of Arts and Sciences

Provost Gabel said of the four proposed new centers for consideration, the first two were already stable and financially self-supporting. In one case, a faculty member brought an operational center to the University. In the other, an already existing independently funded activity would now benefit from the architecture of a center, allowing for the pursuit of additional resources.

The College Sport Research Institute (CSRI) is an interdisciplinary and interuniversity collaborative college-sport research center. Dr. Richard Southall, has been the center's director since it was established in 2007, and brought CSRI with him when he joined the University in the fall of 2013. College sport is one of the top-five revenue sources and provides visibility for USC on a state, regional, national and international stage. The institute is poised to support a faculty position, a PhD student position, and additional research capacity. It also supports the Department of Sport and Entertainment Management's ongoing efforts to maintain and extend the department's position as one of the leading sport and entertainment management programs in the world.

The College of Education's Community Counseling Center is a center for community counseling and would expand counseling services for underserved South Carolinians while enriching the preparation of the multicultural competency of the University's counseling students. The center will allow for expansion of teaching, research, service, and grant writing for faculty and Ph.D. students. It also provides opportunities for collaboration with schools, community agencies and other campus units. A state-of-the-art counseling laboratory was created through philanthropic support.

The third proposed center, Center for Mega-Event Research and Education (CMERE) works with fellows to engage undergraduate and graduate students in research on local, national, and international impacts of global sport and entertainment event and venue sectors. USC students will engage with organizations such as the U.S. Olympic Committee and its training locations, the International Olympic Committee (IOC), the Commonwealth Games, Fédération Internationale de Football Association (FIFA), Live Nation, Global Spectrum, and Aramark. The center will also facilitate faculty collaboration between

USC Columbia and USC Beaufort. CMERE and its director Dr. Brian Mihalik, former HRSM dean, received start-up funding from the Provost's Office, during Provost Amiridis' tenure, and this funding is guaranteed through the 2018-2019 school year. Beginning fiscal year 2019-2020, the center will be responsible for generating 100% of the funding necessary to support its staffing, operation and activities (with the exception of the Director's faculty base salary, which will continue to be funded by the College of HRSM).

The Center for Civil Rights History and Research will foster interdisciplinary collaboration across the University, to enhance learning and research opportunities, elevate public programming and educational instruction; and enhance prospects for external funding. The center will serve as a research repository, bolstered by the History Department and the African American Studies Program. It also will be a teaching unit developing training sessions for instructors at all levels and in all academic disciplines who are interested in civil rights studies and history; as well as serving as a vital resource for students, scholars, journalists and the community. This initiative has brought a significant focus to USC's Civil Rights archival holdings. There has been great support and engagement from the community already. Many collaborative projects have begun or have been completed including:

- Reviewing and organizing of the inaugural collection of papers donated by U.S. Congressman James E. Clyburn;
- Secured commitments for additional papers from former SC State Senator Kay Patterson and from the family of the late State Representative Joseph H. Neal, a founder of the SC Progressive Network;
- Beginning to acquire papers associated with Booker T. Washington High School, the Ward One Community, the SC NAACP, and African American churches in the Columbia area.

The center will be housed in the Ernest F. Hollings Special Collection Library and Dr. Bobby Donaldson will be its director. The Center for Civil Rights History and Research received start-up funding, provided by the Provost's Office that will continue through the 2019-2020 school year. Beginning fiscal year 2020-2021, the center will be responsible for generating 100% of the funding necessary to support its staffing, operation and activities (with the exception of the director's faculty base salary, which will continue to be funded by the College of Arts and Sciences).

Chair Moody called for a motion to recommend approval by the full Board of these four new centers at USC Columbia as presented and described in the materials posted on the Board Portal. Mr. Preston so moved and Mr. Westbrook seconded the motion. The vote was taken and the motion carried.

C. Name Change

— International Institute for Food Service Research to International Institute for

Provost Gabel stated this name change was requested because the new name more accurately reflects the function of the institute and is more comprehensive.

Chair Moody called for a motion to recommend approval by the full Board of the requested name change from International Institute for Food Service Research to International Institute for Foodservice Research and Education as presented and described in the materials posted on the Board Portal. Mr. Buyck so moved and Mr. Westbrook seconded the motion. The vote was taken and the motion carried.

D. Program Terminations

1. Doctor of Public Health in Biostatistics
2. Doctor of Public Health in Health Services Policy and Management
3. Professional Science Master
4. Master of Science in System Design

Provost Gabel said the Doctor of Public Health in Biostatistics was presented for termination as demand had been low and there were no students currently enrolled. The decision has been communicated to the faculty and the program is proposed to close in Fall 2018.

The Doctor of Public Health in Health Services Policy and Management is also experiencing a lack of demand from students, she said. The program ceased admissions in Fall 2017 and will close when the remaining students have completed their education.

The College of Arts and Sciences proposed to terminate the Professional Science Master program as no students are enrolled currently nor in the recent past. The decision has been communicated to the faculty and the program is slated to close in the Fall of 2018.

In the College of Engineering and Computing, the Masters of Science in Systems Design was presented for termination. The program never actually enrolled any students.

Chair Moody called for a motion to recommend terminating these four programs at USC Columbia as presented and described in the materials posted on the Board Portal. Mr. Westbrook so moved and Mr. Cofield seconded the motion. The vote was taken and the motion carried.

Ms. Moody called on USC Aiken Chancellor Sandra Jordan to present the following agenda items.

V. USC Aiken

A. New Programs

1. Master of Education in Educational Leadership
2. Bachelor of Science in Applied Mathematics

### 3. Bachelor of Science in Applied Computer Science

Chancellor Jordan said she would jointly present the two Bachelor of Science degrees:

1) Bachelor of Science in Applied Mathematics and 2) Bachelor of Science in Applied Computer Science.

She reported USC Aiken currently offers an Industrial Mathematics degree as well as a combined Bachelor of Science degree in Math/Computer Science. USC Aiken is proposing to phase out these older degrees, as they no longer meet the needs of the community, with two new programs that should be more attractive to students and employers upon degree completion. The two proposed degrees were developed with the assistance of businesses and industries in the area, a model currently used for all new degree preparations at USC Aiken. Once these new programs have been successfully launched, Chancellor Jordan said, USC Aiken would present a proposal to retire the old degrees.

Minimal cost is expected for the new B.S. in Applied Mathematics because the current faculty is sufficient to offer the new program. Initial enrollment estimates are around 10 new students per year.

Demand is expected to be higher for the B.S. in Applied Computer Science at around 15-20 students new per year. Two new faculty members will be needed to meet the requirements to offer this program.

An Online Master of Educational Leadership is also proposed at the request of local school superintendents with whom USC Aiken's School of Education works closely. The focus of this program is to prepare educators to take on a variety of leadership roles in their schools or districts. USC Aiken will prepare teachers to take on these roles by incorporating the Teacher Leader Model Standards into the curriculum of this proposed program. Initial enrollment expectations are around 10 students per year.

In response to a questions from Dr. Valtorta, Dean Timmons responded there was no plan in place to seek accreditation for the B.S. in Computer Science Degree, but once the program was launched USC Aiken would be looking into this.

Chair Moody called for a motion to recommend approval by the full Board of these three new programs at USC Aiken - Master of Education in Educational Leadership, Bachelor of Science in Applied Mathematics, and Bachelor of Science in Applied Computer Science - as presented and described in the materials posted on the Board Portal. Mr. Fennell so moved and Mr. Cofield seconded the motion. The vote was taken and the motion carried.

### VI. Adjournment

There being no other items to come before the committee, Chair Moody adjourned the meeting at 10:30 a.m.

Respectfully submitted,

J. Cantey Heath, Jr.  
Secretary