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University of South Carolina
BOARD OF TRUSTEES

Ad Hoc Committee on Strategic Planning

October 16, 2015

The Ad Hoc Committee on Strategic Planning of the University of South Carolina Board of Trustees met at 3:30 p.m. Friday, October 16, 2015, in the 1600 Hampton Street Board Room.

Members present were: Mr. Mack I. Whittle Jr., Chairman; Mr. Thomas C. Cofield; Mr. A.C. "Bubba" Fennell; Mr. William C. Hubbard; Mr. William W. Jones Jr.; and Mr. Thad H. Westbrook.

Members absent were Mr. Chuck Allen; Mr. Miles Loadholt; Ms. Leah B. Moody; and Mr. John C. von Lehe Jr.

Other Trustees present were: Mr. J. Egerton Burroughs; Mr. Hubert F. Mobley; and Mr. Eugene P. Warr Jr., Board Chairman.

Also present were faculty representative August E. "Augie" Grant and student representative Jonathan Kaufman.

Others present were: President Harris Pastides; Secretary Amy E. Stone; General Counsel Walter "Terry" H. Parham; Chief Operating Officer Edward L. Walton; Provost Joan T.A. Gabel; Chief Financial Officer Leslie Brunelli; Vice President for Student Affairs Dennis A. Pruitt; Vice President for Information Technology William F. Hogue; Vice President for Human Resources Chris Byrd; Chief Communications Officer Wes Hickman; Vice President for System Planning Mary Anne Fitzpatrick; Palmetto College Chancellor Susan Elkins; USC Upstate Chancellor Thomas Moore; Executive Director for the Office of Economic Engagement William D. "Bill" Kirkland; Executive Director of Audit & Advisory Services Pam Doran; University Treasurer Pat Lardner; University Controller Jennifer Muir; Director of Strategic Planning Cameron Howell; USC Aiken Vice Chancellor for Finance and Administration Joe Sobieralski; Chief of Staff, President's Office, J. Cantey Heath Jr.; Trustee Emeritus Herbert C. Adams; University Technology Services Production Manager Matt Warthen; and Board staff members Debra Allen and Terri Saxon.

I. Call to Order

Chairman Whittle called the meeting to order and welcomed everyone. He 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. Mr.

Hickman introduced members of the media in attendance: Andy Shain of *The State*.

II. Strategic Planning through 2025

Chairman Whittle called on President Pastides who said that the day's focus would be on how the University would create its strategic plan rather than the plan's specific goals. He said the five-year strategic plan would be focused, measurable, transparent and available to all. President Pastides continued:

Mr. Whittle has said many times that if you didn't measure it, you didn't do it, which is why we are going to go from our overarching vision to what our mission is for the next five years with specific goals and tactics. The more refined we get, we'll be coming down to the academic dashboard, reviewing again who our peers are, who our peer-aspirants are, and what our tactics are.

We can think about the vision for the future as our aspirational goals. Ten years out, what will the University of South Carolina be, what will the University look like in 2026? But that is too long and too far out to bring the specificity that the Board is looking for, so we will create a 10-year vision, a five-year strategic plan, and a one-year action plan that we will review annually. So what we want to provide in early 2016, working with you, is what should be our measurable goals and then what will be our tactics or activities that will get us there. The measurement will be at the level of tactics or activities. For example, if our goal is to improve undergraduate time to graduation – six-year graduation rate, four-year graduation rate – one of the activities that we believe is necessary to improve graduation rate is to improve advising. The way we do advising, the amount of advising; but that still is vague for measuring. How do you measure how well you advise? So the tactics, for example, will be how many new advisors do we need and did we hire them? That is measurable. What is the ratio of the number of advisors to the number of students we have? That is measurable. Then to obtain qualitative measures, we ask students; have them assess it for us and measure that over time. This is just an example of the many goals and tactics that we will be looking at.

I also want to make sure that you are aware that our goals are not going to be brand new. We are not reinventing, we're not redesigning the University. Our goals are going to emanate from who we say we are today. The vision of the University of South Carolina is to provide a superior student experience; to perform high-impact globally recognizable and acknowledged research; to be accessible and affordable; and to contribute to our state's economic and overall wellbeing. But again, it is very difficult to measure those, so they are at the level of a vision that will be translated into goals and then into actionable objectives.

We also want to do this throughout the whole system. We need to do this campus by campus. What I see us doing between now and January is to include our goals for system collaboration. What does the board expect of the University with respect to, for example, system-wide enrollment management? This is something that we plan to do between now and early 2016. But if your question is what is the enrollment goal at USC Upstate, that is something that has to be indigenous; to give USC Upstate the opportunity to propose that and then come back to the Board. We see doing this throughout the system.

As for our timeline, I chaired an administrative retreat where we began to talk about this for a whole day on September 8. There have been other retreats as well. And Mr. Whittle and Mr. Fennell have been working with the Provost because there is so much work to be done. In November, we will be engaging with the faculty, with the students, with others who have a stake in the strategic plan. In January, the Provost will have her first academic retreat with the deans. Then we will come together at a Board retreat and finally, we hope, we will come together following the Board retreat to review and approve the plan and the dashboard, allowing us to get on with the business of running the University and being accountable to our goals.

III. Potential Revisions to Academic Dashboard

At the conclusion of the President's remarks, he called on Provost Gabel to talk more specifically about the Academic Dashboard.

Provost Gabel said that strategic planning is important for the University's future and for creating a mechanism for that future to have a path and structure that will show how the University is succeeding and where improvement is needed.

The dashboard was originally introduced with eight components. It became a role model that other universities used. However, everything can bear review and improvement and modification to reflect what has been learned going through the process. That has been underway with the strategic plan, as well as with the dashboard.

Provost Gable, along with Cameron Howell and others, have been reviewing what peer and peer-aspirants are doing, while performing constant benchmarking and selectively adopting measurement tools. Identifying the direction in which the University wants to go in terms of upward trends, trajectories, targets and goals will allow proper monitoring in an ongoing fashion, she said. The dashboard is evolving in a nuanced way as past measures are retained and categorized to better determine what they reveal about the University. The resulting information allows administrators to make good choices about strategies and the allocation of resources to successfully get things done on campus.

At the foundation is what the University is calling “Due Diligence Metrics,” which is a vocabulary adopted by the University for clarity and is not used by other universities. These are in essence the “commodity metrics” or the things that all universities measure to look at quality. She noted that trustees would recognize some measurements in this category, while others were new. “Due Diligence Metrics” include measurements of total enrollment, SAT/ACT score, freshman-sophomore retention rate, six-year graduation rate, faculty/student ratio and tenure, tenure-track faculty/student ratio, research expenditures and research expenditures by tenure, tenure-track faculty, doctoral degrees produced and enrollment in advanced degrees, and inclusion/campus climate.

The next category is “Measures of National Distinction,” which tell the University how it looks to the outside world. These measures include faculty productivity/impact, rankings, postgraduate placement, brand performance, and community engagement.

The final category is “Living the Brand,” which are measures that the University will select that reveal how the University accomplishes unique goals that are specific and special to it such as promises made to students who decide to enroll here. Provost Gabel said measurements to determine what it means to come to the University of South Carolina and to be a part of the University of South Carolina family are being developed.

Originally, the academic dashboard contained eight measures. That number has grown to 13, but the number is tentative as revision of the dashboard continues. The revised Academic Dashboard measurements were presented as follows:

1. Faculty Productivity/Impact (impact added)
2. Rankings (new)
3. Job Placement (new)
4. Brand Performance (new)
5. Community Engagement (new)
6. Total Undergraduate Enrollment (Headcount)
First-Time, Full-Time Freshman Enrollment
7. SAT Score/ACT Score (ACT score added)
8. Freshman-Sophomore Retention Rate
9. 6-Year Graduation Rate
10. Student-to-Faculty Ratio
Student-to-Tennnure-and-Tenure-Track-Faculty Ratio
11. Research Expenditures
Research Expenditures per Tenure-and-Tenure-Track Faculty

12. Doctoral Degrees Produced
Enrollment toward Advanced Degrees (new)
13. Inclusion/Campus Climate (new)

Provost Gabel confirmed that the University still held and had enhanced its subscription to Academic Analytics. She also confirmed for Trustee Burroughs that the job placement measurement would include types of jobs, how long it takes to get a job and salary ranges. She added that some information is available now, although it varies by college. President Pastides noted that the White House has already developed and published a score card that looks at the post-graduate experience, getting a job, and the average salary of a job, relative to the cost of attendance.

She confirmed that the University could help students understand what kind of job expectations existed for certain majors or levels of education, and that the University would be getting better at providing that type of advice. In addition to being accountable to helping students get jobs on graduation, the University also was concerned about the experience students obtain while enrolled on campus, how they grow as individuals, how they grow as citizens, how they grow as thinkers, and whether they are being prepared for the next chapter in their lives.

In regard to a question about high school rank, Trustees were told the information was collected and available but that increasingly high schools do not rank students. Achievement at the high school level should be captured in some fashion, Trustee Hubbard said.

As the dashboard is refined, Trustee Jones said he wanted to see the inclusion of other campuses. Chairman Whittle indicated that had been discussed when the first five-year plan was done and it had again been discussed that the goal was to get the Columbia campus dashboard done and use it as a template that could be adapted for use on the other campuses, as well as by individual colleges on the Columbia campus.

Chairman Whittle said that these reports were received as information.

IV. Other Matters

Chairman Whittle called for any other matters to come before the committee.

Trustee Burroughs said he hoped the Board would consider recognizing the Ad Hoc Committee on Strategic Planning as a permanent committee because strategic planning was the key to the future. Trustee Mobley asked that the committee incorporate what the future of health sciences should be within the University system, not just Columbia. Chairman Whittle again said that is what a template would help accomplish.

Board Chairman Warr reminded Trustees that a Board retreat was scheduled for the last week of January 2016 on the Columbia campus.

V. Adjournment

There being no other matters to come before the committee, Chairman Whittle declared the meeting adjourned at 4:00 p.m.

Respectfully submitted,

Amy E. Stone
Secretary