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University of South Carolina
BOARD OF TRUSTEES

Student and System Affairs Committee

April 29, 2019

The Student and System Affairs Committee of the University of South Carolina Board of Trustees met at 12:10 p.m. on Monday, April 29, 2019, in the Alumni Center's C. Edward Floyd Boardroom.

Members participating were: Mr. Chuck Allen, Chairman; Mr. C. Dan Adams; Mr. A. C. "Bubba" Fennell; Mr. Richard A. Jones Jr.; Ms. Leah B. Moody; Ms. Rose Buyck Newton; Dr. C. Dorn Smith III; Mr. John C. von Lehe Jr., Board Chairman; and Mr. Hubert F. Mobley, Board Vice Chairman. Ms. Molly M. Spearman was absent.

Other Trustees participating were: Mr. J. Egerton Burroughs; Mr. Robert F. Dozier Jr.; Dr. C. Edward Floyd; Mr. Miles Loadholt; Mr. Eugene P. Warr Jr.; Mr. Thad H. Westbrook; Mr. Mack I. Whittle Jr.; and Mr. Charles H. Williams; with Mr. Toney J. Lister joining by telephone.

Also present was USC Columbia Faculty Senate Chairman Marco Valtorta and USC Columbia Student Government President Luke Rankin.

Others present were: President Harris Pastides; Interim President-Elect and USC Upstate Chancellor Brendan Kelly; Secretary J. Cantey Heath Jr.; General Counsel Walter "Terry" H. Parham; Provost Joan Gabel; Chief Operating Officer Edward L. Walton; Vice President for Student Affairs Dennis A. Pruitt; Vice President for Human Resources Caroline Agardy; Vice President for Information Technology Doug Foster; Chief Advancement Officer and Senior Advisor to the President Paula Harper Bethea; Chief Communications Officer Wes Hickman; Interim Chief Communications Officer Sally McKay; Athletics Director Ray Tanner; President and Chief Executive Officer of University Foundations Jason Caskey; USC Beaufort Chancellor Al Panu; Palmetto College Chancellor Susan Elkins; Regional Palmetto College Dean – USC Lancaster Walter Collins III; Regional Palmetto College Dean – USC Salkehatchie Chris Nesmith; Regional Palmetto College Dean – USC Sumter Michael Sonntag; Regional Palmetto College Dean – USC Union John Catalano; University Treasurer Pat Lardner; University Budget Director Joe Sobieralski; Executive Director for the Office of Economic Engagement William D. "Bill" Kirkland; Chief Audit Executive Pam Doran; Vice Provost and Director of Global Carolina Allen Miller;

Associate Provost for Academic Programs Tena B. Crews; Executive Director for Strategic Initiatives Jack Claypoole; Director of Public Relations Jeff Stensland; Director of Marketing and Communications, Palmetto College, Jason Darby; Director of State Government and Community Relations Derrick Meggie; Director of Government Relations Craig H. Parks; Assistant to the President for System Affairs Eddie King; USC Aiken Vice Chancellor for Finance and Administration Cam Reagin; USC Columbia Faculty Senate Chair-Elect Mark Cooper; American Council on Education Fellow, President's Office, Lisa Di Bartolomeo; University Technology Services Production Manager Matt Warthen; and Board staff members Debra Allen and Terri Saxon.

I. Call to Order

Chairman Allen called the meeting to order, welcomed everyone and invited those at the table to introduce themselves. Secretary Heath confirmed those Trustees participating by telephone. Mr. Hickman introduced Josh Kendell with *The State* newspaper; Andy Shane and David Cloninger with *The Post & Courier*; John DelBianco and John Whittle with *The Big Spur*; and Maggie Marshall, Jeremy Rivera and Chad O'Donnell with *Carolina News*.

Chairman Allen said 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 provided to the committee; and a quorum was present to conduct business.

II. Introduction of New Dean of USC Salkehatchie

Chairman Allen called on Palmetto College Chancellor Elkins, who announced Chris Nesmith assumed his new role as Regional Palmetto College Dean for USC Salkehatchie on April 1, after serving as interim dean of the Walterboro and Allendale campuses since January 1, 2019. She said Dean Nesmith previously served as associate provost and dean of Extended University, a division of Palmetto College housed on USC's Columbia campus.

Chancellor Elkins said Dean Nesmith was unanimously recommended for the position by a 13-member search committee representing a cross-section of stakeholders from USC Salkehatchie's five-county service area. The committee was led by USC Salkehatchie alumna Paula Harper Bethea.

II. USC Palmetto College Report

Chancellor Elkins thanked President Pastides and the Board for their outstanding leadership in creating and supporting Palmetto College's mission to make earning a USC degree accessible, affordable and flexible. She said Palmetto College is a system collaborative approach including the Regional Palmetto Colleges of Lancaster, Salkehatchie, Sumter and Union, along with the Online Degree Completion

Programs from the four-year institutions of Columbia, Aiken, Beaufort, and Upstate. She recognized the system leaders in attendance; and the Palmetto College Director of Marketing and Communications Jason Darby, who she said oversaw development of the Palmetto College Report – Celebrating Five Years of Success, and the video she would show at the end of her presentation.

Chancellor Elkins presented highlights of the Palmetto College Report.

USC Lancaster led by Dean Walter Collins was ranked by Niche.com for 2017-18 as the #1 South Carolina two-year campus and #4 nationally. Since the report was published, it was ranked #1 in South Carolina and #2 in the nation for 2018-19. Also, USC Lancaster set a record enrollment of 1,910 for Fall 2017.

Chancellor Elkins said USC Lancaster's Native American Studies Program moved to Main Street in 2012. The 15,000-square-foot facility houses Native American archival materials and the world's largest collection of Catawba Indian Pottery. Since opening in 2012, the facility has hosted nearly 49,000 visitors from across the state, nation and several countries. She said an additional location in Indian Land, S.C., was approved and launched in Fall 2018.

USC Salkehatchie celebrated its 50th anniversary of service to Allendale, Bamberg, Barnwell, Hampton and Colleton counties in 2015. Under former Dean Ann Carmichael's leadership, USC Salkehatchie recorded the largest percentage enrollment increase of any public college in South Carolina from 2007 through 2013 at 147%; awarded the largest percentage of associate degrees from any two-year institution in South Carolina in 2017; and its graduates earned a 100% pass rate on the state nursing board exam for the past three consecutive years. Also, USC Salkehatchie engaged in a public/private partnership to open The Reserve, a residential facility on the Allendale campus, in 2014. In 2018, two residential housing complexes opened near the Walterboro campus, Salk Place and Salk Manor. Chancellor Elkins said Dean Chris Nesmith replaced Dean Ann Carmichael upon her retirement in December 2018.

Led by Dean Michael Sonntag, USC Sumter was ranked by Niche.com as the #2 two-year campus in South Carolina in 2017-18; the Fall 2017 freshman class enrollment was third-largest in 25 years with the highest head count (25.47%) and full-time enrollment (23.40%) since 2011; and during the past five years the campus experienced record growth, reporting an 11.5% increase in enrollment. Additionally, USC Sumter received a \$1.3 million grant from U.S. Department of Education to launch an Upward Bound program for Clarendon County District 2, and received private gifts and state and local funding totaling over \$3.1 million to renovate its science building.

USC Union's enrollment nearly doubled between the 2013-14 and 2017-18 academic years under Dean John Catalano's leadership. It experienced a 90.1% growth in enrollment in the past six years, with current enrollment over 1,100 students. Additional achievements include the acquisition of multiple buildings on Main Street to accommodate future growth; housing developed near campus through public/private partnerships was ready for occupancy in Fall 2018; and courses in USC Aiken's BSN program will be offered at USC Union in Fall 2019.

Under former Associate Provost Chris Nesmith, USC Extended University/Fort Jackson doubled the percentage of military students enrolled in classes at Fort Jackson since 2013; with over 235 students earning a B.A. degree in Liberal Studies and over 175 a B.A. degree in Organizational Leadership. The Robert V. Phillips Palmetto College Military Endowed Scholarship was established in 2017, to provide tuition assistance for active military. Also, a USC Palmetto College Transfer Center in Lexington, S.C., was approved and launched in Fall 2018.

Chancellor Elkins noted the numerous honors Palmetto College Online received during its first five years including awards for Best Online Colleges to Best Affordable Online, Best Education Online, the prestigious Telly Award for its first television commercials, and best program awards from the University Professional and Continuing Education Association and the Association for Continuing Higher Education International. Between Fall 2013 and Fall 2018, of the 1,300 online courses offered since its inception, over 33,000 seats were filled; with nearly 3,500 students from all 46 counties majoring in the 14 degree programs; and 1,071 students enrolled as Palmetto College majors in Fall 2018. In its first five years, Palmetto College conferred 1,393 bachelor's degrees with over 1,600 bachelor's degrees being awarded as of Spring 2019.

Chancellor Elkins reported Palmetto College Online revenue is projected to have a 12% year-over-year increase in FY 2019. During its first five years, Palmetto College Online distributed over \$71 million in new revenue among the University's eight campuses, the Extended University and Palmetto College through start-up funds for online programs and a tuition revenue sharing model.

Palmetto College successes during its first five years included enrollment growth increases of 21% overall, 13.8% at regional campuses and 95.6% in online majors; and an increase of associate degree graduates of 12.25% and online bachelor's degree graduates of 118%. The financial health goal for both the Regional Palmetto Colleges and Palmetto College Online included revenue growth, balanced budgets, and increases in fund balances (as a three-month fund balance target was set and monitored for the institutions). Also, a shared resource model was used extensively, Chancellor Elkins said, resulting in cost

savings and greater efficiency often avoiding duplication of services and yielding a positive impact on each of the eight institutions.

With more USC degrees for South Carolinians as the end goal, Chancellor Elkins discussed future growth opportunities. First, the new partnership with the University of Possibilities to create more college ready students by reaching out to middle school students to get them on campus and engaged early. Dual credit and early college in high school programs have saved students and parents over \$50 million in higher education costs over the past five years, she said. The Gateway programs across the state give more students opportunities through these pathways. Palmetto Colleges' expansion of military programs at Fort Jackson, Shaw Air Force Base, and across the state provide fully online four-year degrees. The growth opportunity she addressed was completion of more bachelor's degrees through transfer, whether the students physically transfer or complete their degrees online.

Chancellor Elkins concluded her presentation with a video highlighting five Palmetto College graduates from the first five years.

Chairman Allen received the report as information and he commended Chancellor Elkins for her outstanding leadership.

Trustee Fennell asked if there were plans to increase the number of online courses and Chancellor Elkins responded yes, noting she would be back before the Board with additional approval requests.

Trustee Burroughs commended Chancellor Elkins for a job well done and said that in addition to her great report, he was particularly impressed with the financial data.

III. Other Matters

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

IV. Adjournment

There being no other business to come before the committee, Chairman Allen declared the meeting adjourned at 12:45 p.m.

Respectfully submitted,

J. Cantey Heath, Jr.
Secretary