University of South Carolina

BOARD OF TRUSTEES

Academic Affairs and Faculty Liaison Committee

Friday, June 5, 2020

The Academic Affairs and Faculty Liaison Committee of the University of South Carolina Board of Trustees met at 10:00 a.m. on Friday, June 5, 2020 by telephone conference hosted from Room 206B of the Osborne Administration Building

Members participating by telephone were Ms. Leah B. Moody, Chair; Mr. C. Dan Adams; Mr. A. King Dixon II; Mr. Robert F. Dozier; Dr. C. Edward Floyd; Mr. William C. Hubbard; Mr. Richard A. Jones Jr.; Ms. Rose Buyck Newton; Mr. Hubert F. Mobley, Board Vice Chair; and Mr. John von Lehe Jr., Board Chair.

Other Board members on the call were Mr. Chuck Allen; Mr. Toney J. Lister; Dr. C. Dorn Smith III, Mr. Eugene P. Warr Jr.; Mr. Thad H. Westbrook; and Mr. Mack I. Whittle Jr.

Also participating by telephone were USC Columbia Faculty Senate Chair Dr. Mark Cooper and USC Columbia Student Government President Ms. Issy Rushton.

Others attending in person were President Robert L. Caslen Jr.; Secretary J. Cantey Heath, Jr.; Presidential Faculty Fellow Susan Bon; General Counsel Terry Parham; Chief Operating Officer Jeff Perkins; Interim Chief Communications Officer Jeff Stensland; Assistant Vice President and Chief of Staff for the Division of Administration and Finance Joe Sobieralski; Executive Vice President and Chief Financial Officer Ed Walton; and Board of Trustees Staff.

Other participating by telephone were Vice President for Human Resources Caroline Agardy; Professor and Chair, Department of Exercise Science, Arnold School of Public Health Shawn Arent; President's Chief of Staff Mark Beiger; College of Social Work Professor Bethany Bell; Palmetto College Dean John Catalano; Executive Director for Strategic Initiatives Jack Claypoole; USC Upstate Interim Chancellor J. Derham Cole Jr.; Chief Audit Executive Pamela Dunleavy; Chancellor Palmetto College Susan Elkins; Interim Chief Development Officer Will Elliott; Associate Vice President of Finance and Budget Kelly Epting; Senior Associate Dean for Academics and Research, Distinguished Business Foundation Fellow Professor, and Chair of Management Science at the Moore School of Business Mark Ferguson; Vice President of Information Technology Doug Foster; Faculty Advisory Committee Co-Chair Dr. Andrew Graciano; Interim Executive Vice President for Academic Affairs and Provost Tayloe Harding; Chief Executive Officer, USC Alumni Association Wes Hickman; Interim Director for Academic Programs Trena Houp; USC Aiken Chancellor Sandra Jordan; Assistant to the President for System Affairs Eddie King; Executive Director Office of Engagement Bill Kirkland; Director of Parking and Transportation Esther Legette; Executive Communications Director Sally McKay; USC Beaufort Chancellor Al Panu; Director of Public Policy and Advocacy Craig Parks; Vice President for Student Affairs and Vice Provost Dennis Pruitt; USC Sumter Academic Dean Eric Reisenhour; Executive Assistant to the President for Equal Opportunity Programs Clifford Scott; Palmetto Campuses Faculty Representative Christine Sixta-Rinehart; USC Upstate Provost and Senior Vice Chancellor for Academic Affairs David Schecter; Special Assistant to the President James Smith; Palmetto College Dean, USC Sumter Michael Sonntag; Interim Chief Diversity Officer and Vice Provost for Inclusion Tracey Weldon-Stewart; Athletics Director Ray Tanner; Vice President for Communications Larry Thomas; Associate Dean for Faculty and Operations,

Professor of Sport and Entertainment Management Sam Todd; Immediate Past Chair USC Columbia Faculty Senate Marco Valtorta; and Dean of the School of Law Robert Wilcox.

OPEN SESSION

I. Call to Order

Chair Moody called the meeting to order and welcomed everyone. Secretary Heath confirmed those participating by telephone. Jeff Stensland introduced members of the media Hale McGranahan and John Whittle with *The Big Spur,* Ben Breiner with *The State*, Chris Clark with *Gamecock Central*, Mike Fitch with *The Post and Courier.* Jack Bingham with *The Daily Gamecock* joined by telephone.

Chair Moody stated notice of the meeting and agenda had been posted and the press notified as required by the Freedom of Information Act; the agenda and supporting materials had been circulated to the Committee; and a quorum was present to conduct business.

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 discussion in Executive Session and called for a motion to enter Executive Session. Ms. Newton so moved, and Mr. Hubbard seconded the motion. A vote was taken, and the motion carried.

Chair Moody invited the following persons to remain in Executive Session: Trustees, President Caslen, Secretary Heath, the President's Executive Council, Dr. Cooper, Ms. Rushton, Ms. Dunleavy, and Faculty Liaison Committee members.

EXECUTIVE SESSION

— Executive Session Removed

RETURN TO OPEN SESSION

II.   Information Technology Update

Vice President of Information Technology Doug Foster presented an overview of the current Department of Information Technology (DOIT) infrastructure, areas of technology duplication across the Columbia campus, and technology in the classrooms. Mr. Foster stated there are inefficiencies in the way IT services are delivered in Columbia. Those inefficiencies are compounded by multiple software solutions and duplication of effort to resolve issues. While staffing and the operating budget are adequate, there are shortfalls in classrooms, research, analytics reporting, basic IT infrastructure, security, and overall student experience. Faculty recruitment and Association of American Universities (AAU) eligibility are impacted by deficits in research computing. One issue is that the University does not leverage its scale when purchasing software and hardware.

Mr. Foster stated in framing the University structure around IT, there needs to be balance and elimination of duplicated effort. From a governance standpoint, needs should be focused on optimization and investments should be prioritized. A robust procurement process needs to be implemented to ensure opportunity exists to make the best choices. Savings achieved from elimination of duplication would be reinvested in IT. He stated he plans to reconstitute an IT oversight committee that would focus purely on IT optimization. That group includes Chief Financial Officer Ed Walton, Provost Bill Tate, Dean Haj-Hariri, and Faculty Senate Chair Mark Cooper. As part of that effort, a set of metrics will be developed with broad input based on the strategic plan.

Dr. Smith stated he supports Mr. Foster's plan to develop and implement a new model for IT operations on the Columbia campus, which is critical for the long-term growth of the University. Further, significant investment in modernization and optimization will be needed to support online courses and reinforce cybersecurity. The University needs to ensure the comprehensives and Palmetto College campuses receive the IT support they need as well.

Mr. Mobley agreed with Dr. Smith's assessment and stated he would like to see a cost benefit plan. Further, he believes there should be Board representation on the IT oversight committee. Dr. Smith stated IT will figure very prominently in the restructuring of committees. A governance subcommittee, of which IT is a component, will be appointed soon.

Dr. Cooper expressed his support of Mr. Foster's efforts. He cautioned dictating what software faculty should use in classrooms is akin to dictating what textbooks faculty should use in classrooms. He advised there needs to be balance between efficiency, functionality, and the academic freedom of faculty in the classroom.

Chair Moody thanked Mr. Foster for his presentation and for the feedback from the Board. She noted creating a new model for IT delivery is a huge undertaking in which the Board will play a critical role. She stated Mr. Foster's presentation was received as information.

III.   Shuttle Update

Chief Operating Officer Jeff Perkins and Director of Parking and Transportation Esther Leggette briefed the Committee on efforts to address the COVID-19 pandemic with respect to University transportation in consultation with the Midlands Regional Transit Authority and *the Comet,* the American Public Transportation Association, as well as the CDC. Plans are to increase educational posters similar to the local Regional Transit Authority; install plexiglass in customer service areas; bus shelters, and stops for cleanliness; and install and

monitor new pay stations at the Pendleton Street Garage. All vehicles will have seating limitations and rear door boarding where possible. There will be increased frequency of total bus cleaning, and buses will be outfitted with hand wipes and face coverings. Drivers will be actively protected with protective equipment and will have access to training and supplies. The University currently has seven fixed routes, which will be monitored for ridership numbers. Additional buses will be brought into service as needed and if available.

Chair Moody thanked Mr. Perkins and Ms. Leggette, and stated the report was received as information.

IV.   USC Columbia

Interim Provost Tayloe Harding presented five USC Columbia program requests for approval by the Committee and advancement to the full Board for approval.

A.   New Program

— MS in Business Analytics, Darla Moore School of Business

Dr. Harding presented details of the proposed MS in Business Analytics degree program in the Darla Moore School of Business. The program is targeted toward non-business students with a previously earned bachelor's degree wanting to serve in fields of business, analytical sciences, public policy, and health care.

Chair Moody called for a motion to recommend approval by the full Board to establish the MS in Business Analytics degree program within the Darla Moore School of Business. Ms. Newton so moved, and Mr. von Lehe seconded. A vote was taken, and the motion carried.

B.   New Certificate Program

— Environmental Nanoscience Certificate, Arnold School of Public Health

Dr. Harding presented details of the proposed Environmental Nanoscience certificate program in the Arnold School of Public Health. This certificate program will serve four populations of post baccalaureate students: 1) students interested in transitioning into graduate programs in the areas of nanoscience or environmental science, 2) students with undergraduate STEM degrees, 3) traditionally underserved student populations where the certificate will serve as a starting point into graduate programs in STEM topics, and 4) prospective students currently in careers in environmental science. Dr. Harding stated this offering would be especially attractive for employees of agencies or organizations related to the regulation and governance of nanotechnology.

Chair Moody called for a motion to recommend approval by the full Board to establish the Environmental Nanoscience certificate program in the Arnold School of Public Health. Dr. Floyd so moved, and Mr. Westbrook seconded the motion. A vote was taken, and the motion carried.

C. New Center

    — South Carolina Constitutional Law Center, School of Law

    Dr. Harding presented details of the new South Carolina Constitutional Law Center in the School of Law. The purpose of the Center is to utilize the Law School's expertise in constitutional law to enhance the civic and historical instruction students received in elementary, middle, and high schools and social conversation around those issues.

    Chair Moody called for a motion to recommend approval by the full Board to establish the new South Carolina Constitutional Law Center in the School of Law. Mr. Hubbard stated he was recusing himself from this issue. Mr. Jones

so moved, and Mr. Adams seconded the motion. A vote was taken, and the motion carried.

D. Program Modification

— DNP in Nurse Anesthesia, School of Medicine Columbia

Dr. Harding presented a modification to the Doctor of Nursing Practice in Nurse Anesthesia program within the USC Columbia School of Medicine. He stated a conflicting accreditation issue has emerged in competition with the College of Nursing's current Doctor of Nursing Practice program. The proposed modification in the degree designation from Doctor of Nursing Practice in the USC Columbia School of Medicine to a Doctor of Nurse Anesthesia program in the USC School of Medicine, and corresponding change in the CIP code, are only for the purpose of maintaining accreditation of the Nurse Anesthesia Program by its council and the existing College of Nursing, Doctor of Nursing Practice program by the Commission on Collegiate Nursing Education and its accreditation program.

Chair Moody called for a motion to recommend full Board approval of the degree designation modification to Doctor of Nursing Practice in Nurse Anesthesia, School of Medicine Columbia. Mr. Dixon so moved, and Mr. Adams seconded the motion. A vote was taken, and the motion carried.

E. Center Name Change

— Center for Mega Event Research and Education name change to Center for Advancement of Sport and Entertainment Management, College of Hospitality, Retail and Sport Management

Dr. Harding presented a proposed name change from the Center for Mega Event Research and Education to the Center for Advancement of Sport and

Entertainment Management in the College of Hospitality, Retail and Sport Management (HRSM). He stated the current name is too narrowly focused on the industry segment where grant and research opportunities are extremely limited. The new name aligns with the strategic focus of the Department and more broadly covers industry trends, interests, and research opportunities.

Chair Moody called for a motion to recommend full Board approval of the name change to Center for Advancement of Sport and Entertainment Management, College of HRSM. Ms. Newton so moved, and Mr. Jones seconded the motion. A vote was taken, and the motion carried.

V. <u>USC Palmetto College</u>

A. <u>Program Modifications – Addition of Delivery Sites</u>

1. Dreher High School

2. Lower Richland High School

Chancellor Susan Elkins presented the addition of Dreher High School and Lower Richland High School as educational delivery sites in partnership with Richland County School District One. She stated dual enrollment in early college addresses affordability and timely completion of degrees, as well as positively impacts the enrollment pipeline for USC institutions. Dual enrollment at the regional Palmetto Colleges has more than doubled over the past five years.

Chair Moody called for a motion to recommend full Board approval of the addition of Dreher High School and Lower Richland High School as educational delivery sites in partnership with Richland County School District One. Ms. Newton so moved, and Mr. Jones seconded the motion. Mr. Williams asked if A.C. Flora High School received consideration as an educational delivery site. USC Sumter

Academic Dean Eric Reisenhour stated this is the first time the University has worked with Richland County School District One to provide dual enrollment. The decision to begin the program with Dreher High School and Lower Richland High School was made at the recommendation of Richland County School District One's Center for Teaching and Learning. A.C. Flora High School and other high schools would be considered as the program develops. Chair Moody called for a vote, and the motion passed.

B.   Palmetto College Faculty Manual Update

Chancellor Elkins presented the following Palmetto College Faculty Manual updates for 2019-2020 for consideration as approved by the Palmetto College campuses' Faculty Senate, the Chancellor of Palmetto College, the Provost of USC Columbia, and President Caslen:

- Creation of the Palmetto College Policy Advisory Committee.

- Amendment that gives the Academic Advisory Committee a slightly wider charge, sets forth minor changes to its membership, and provides a more specific charge for meeting and reporting to the Faculty Senate.

- Minor changes to correct references and the appendix.

- Amendment to Term of Grievance Committee which clarifies the time frame in which an elected grievance committee will hear tenure and promotion grievances submitted within an academic year.

Chair Moody called for a motion to recommend full Board approval of updates to the Palmetto College Faculty Manual for 2019-2020 as presented. Mr. Hubbard so moved, and Mr. Dozier seconded the motion. A vote was taken, and the motion carried.

VI.   USC Aiken

A.   Program Change – Addition of Online Delivery Option

1. BA Communications

2. BS Psychology

3. BS Applied Computer Science (Cybersecurity Concentration)

USC Aiken Chancellor Sandra Jordan presented a request to expand these three programs, each having over 100 majors face-to-face, by offering the last two semesters online through Palmetto College. She stated USC Aiken has appropriately credentialed faculty and a robust technology infrastructure to manage the additional online programs. All curricula offered online must be approved by Quality Matters, a national program of the highest level of online learning. Faculty members who teach online must go through a rigorous training program offered by USC Aiken's Office of Distance Education.

Chair Moody called for a motion to recommend full Board approval to expand the BA Communications, BS Psychology, and BS Applied Computer Science (Cybersecurity Concentration) programs by the addition of an online delivery option through Palmetto College as presented. Ms. Newton so moved, and Mr. Jones seconded the motion. She called for the discussion.

Dr. Cooper asked Chancellor Jordan if consideration was given to possible enrollment impacts on other institutions within the USC System that may be offering similar programs. He stated duplication is a major issue and expressed the need to ensure institutions were not competing against each other for the same students.

Chancellor Jordan advised that proposals for program changes are discussed with the Palmetto College Chancellor and the other Chancellors. She noted there are differences in these three programs, and they are offered at different tuition levels. "I think as we see the System leadership team become a formalized entity, such matters will be elevated for discussion, as will general enrollment management issues that create greater competition," she said. Chancellor Elkins added that President Caslen has convened a systemwide group to look at optimizing online education. There is also a new online Advisory Council comprised of representatives from each of the institutions across the System that is working in conjunction with the strategic planning process.

Chair Moody restated the motion made by Ms. Newton and seconded by Mr. Jones. The vote was taken, and the motion carried.

B. Program Name Change

— MEd Education Technology to MEd Learning Design and Technologies

Chancellor Jordan presented USC Aiken's School of Education request for a program name change from MEd Education Technology to MEd Learning Design and Technologies. This is a joint program with USC Columbia which has already submitted a corresponding notification and request of name change. This change reflects the evolution that has occurred in the field of instructional design and educational technology. As more emphasis is placed on the learner and learning environment, the instructional technologist's role in creating purposeful learning environments is that of a designer, teacher, coach, technology integration specialist, curriculum developer, and administrator of

the course. Chancellor Jordan stated this proposed program name change is connected to USC Aiken's recent reaccreditation and more clearly reflects the instructional system design and learning technologies that now go into this degree.

Chair Moody called for a motion to recommend approval by the full Board the USC Aiken program name change from MEd Education Technology to MEd Learning Design and Technologies. Mr. Jones so moved, and Mr. Adams seconded the motion.   A vote was taken, and the motion carried.

VII.   USC Beaufort

A.   Program Change – Addition of 100% Online Delivery Option

1. BA Psychology

2. BA Sociology

3. BS Public Health

4. BS Hospitality Management

5. BS Human Services

USC Beaufort Chancellor Al Panu presented a request for approval of program changes that will allow for 100% online delivery of five existing degree programs. He stated with the recent advent of offering general education completely online, USC Beaufort is now positioned to offer 100% online delivery of these degree programs to provide greater flexibility for the students.

Chair Moody called for a motion to recommend approval by the full Board the expansion of USC Beaufort's BA Psychology, BA Sociology, BS Public Health, BS Hospitality Management, and BS Human Services degree programs by the addition of a 100% online delivery option as presented. Ms. Newton so

moved, and Mr. Jones seconded the motion. The vote was taken, and the motion carried.

 B. <u>Program Modification – Addition of New Concentration</u>

  — <u>BS Biology</u>

  Chancellor Panu presented a request for approval of a modification to the existing BS in Biology program that will add a concentration in marine biology. He stated as a regional institution, USC Beaufort has a deep commitment to responding to regional needs and drawing on the strengths of the region as they meet the increasing demand for Marine Science and Marine Biology programs. Further, Beaufort County and the local economy are tied to natural resources in the marine environment and relies on a workforce that is knowledgeable and educated on the preservation of that environment. He noted USC Beaufort has partnerships with the South Carolina Department of Natural Resources and regional nonprofit agencies such as the National Oceanic and Atmospheric Administration, and the National Marine Fisheries Services.

  Chair Moody called for a motion to recommend full Board approval to modify the existing BS in Biology program with the addition of a concentration in marine biology. Dr. Floyd so moved, and Ms. Newton seconded the motion. A vote was taken, and the motion carried.

VIII. <u>USC Upstate</u>

  — <u>New Program: MS Exercise and Sport Science</u>

  USC Upstate Interim Chancellor Derham Cole presented a proposal to create a Master of Science in Exercise and Sports Sciences with concentrations in psychosocial etiology, physiology, and cardiac rehabilitation at USC Upstate. He

stated this program is also a research degree and will prepare students for careers and research in academia, multiple health-related specialties, and professions within the broad scope of the associated concentrations. The program will also meet the needs of exercise and sports science professionals in the Upstate region who wish to further their education and expand their career opportunities and employability. The demand for programs in this field of study has grown 10% nationally and even greater within the state. Chancellor Cole advised the program is projected to be net revenue positive within the first year.

Chair Moody called for a motion to recommend full Board approval of a new Master of Science in Exercise and Sports Science program with concentrations in psychosocial etiology, physiology, and cardiac rehabilitation at USC Upstate. Mr. Adams so moved, and Mr. Jones seconded the motion. She called for discussion.

USC Columbia Chair of the Department of Exercise Science, Arnold School of Public Health Shawn Arent stated as written, the Upstate program is duplicative of the program in Columbia. Further, he discussed the new program with Dr. Nur Tanyel, chair of USC Upstate's Department of Human Performance and Health. Dr. Tanyel suggested USC Upstate was targeting more of an online presence and anticipated most of their students would not be able to take more than two classes per semester because they were employed. Dr. Tanyel has said USC Upstate was willing to modify the proposal to clarify the targeted student base. Dr. Arent stated it does not appear the proposal was modified and questioned how the USC Aiken program could be research intensive if students were not fulltime students.

Chancellor Cole stated the proposal sets forth a mode of delivery that is a blended hybrid mode designed to accommodate the needs of working professionals

as well as fulltime students. He stated there were meetings to discuss this program at both the director level and Dean's level that were initiated by USC Columbia and USC Upstate. It was his understanding that concerns had been addressed. Mr. Hubbard suggested taking a vote on the motion and allowing both parties to reconcile the areas of concern prior to the June Board meeting. Should those issues not be resolved before being advanced to the full Board, the Board can choose not to approve the proposal.

Mr. Adams called for a vote. Chair Moody restated the motion entered by Mr. Adams to recommend full Board approval of a new Master of Science in Exercise and Sports Science program with concentrations in psychosocial etiology, physiology, and cardiac rehabilitation at USC Upstate. Mr. Jones seconded the motion; a vote was taken, and the motion carried. Chancellor Cole stated he would work to resolve the issues.

IX.   Other Matters

There were no other matters to come before the Committee.

X.   Adjournment

Chair Moody declared the meeting adjourned at 11:45 a.m.

Respectfully submitted,

J. Cantey Heath, Jr.
Secretary