

**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

October 16, 2015

The University of South Carolina Board of Trustees met at 2:10 p.m. on Friday, October 16, 2015, in the Board Room at 1600 Hampton Street.

Members present were: Mr. Eugene P. Warr Jr., Chairman; Mr. Chuck Allen; Mrs. Paula Harper Bethea; Mr. J. Egerton Burroughs; Mr. Mark W. Buyck Jr.; Mr. Thomas C. Cofield; Mr. A. C. "Bubba" Fennell III; Dr. C. Edward Floyd; Mr. William C. Hubbard; Mr. William W. Jones Jr.; Mr. Toney J. Lister; Mr. Miles Loadholt; Mr. Hubert F. Mobley; Ms. Leah B. Moody; Dr. C. Dorn Smith; Mr. Thad H. Westbrook; Mr. Mack I. Whittle Jr.; and Mr. Charles H. Williams. Mrs. Molly M. Spearman and Mr. John C. von Lehe Jr. were absent.

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 Development and Alumni Relations Jancy Houck; Vice President for Information Technology William F. Hogue; Vice President for Human Resources Chris Byrd; Vice President for Facilities and Transportation Derrick Huggins; Chief Communications Officer Wes Hickman; Athletics Director Ray Tanner; Vice President for System Planning Mary Anne Fitzpatrick; Palmetto College Chancellor Susan Elkins; USC Beaufort Chancellor Al Panu; USC Upstate Chancellor Thomas Moore; Senior Vice Provost and Dean of Undergraduate Studies Helen Doerpinghaus; 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; Director of Facilities Planning and Programming and University Architect Derek S. Gruner; Director of the Rule of Law Collaborative, School of Law, Joel Samuels; Director of Business Study Abroad, Darla Moore School of Business, Sara Easler; Assistant Dean for Administration, College of Arts and Sciences, Mary Ann Byrnes; Director of Graduate Admissions, College of Arts and Sciences, Hanno

zur Loye; USC Upstate Vice Chancellor for Administrative and Business Affairs Sheryl Tuner-Watts; 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 Warr called the meeting to order and 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.

A. Welcome and Introductions

Following introductions, Mrs. Stone confirmed no Trustees had joined by telephone and Mr. Hickman introduced members of the media in attendance: Andy Shain of *The State*, Hannah Jeffrey with *Free Times*, Chris Cox with *Columbia Business Report*, and John Whittle with *TheBigSpur.com*.

B. Invocation

Chairman Warr invited The Reverend Tom Wall, representing USC's Methodist Campus Ministry, to deliver the invocation.

Chairman Warr next called for a motion to enter Executive Session for personnel matters related to Audit & Advisory Services, honorary academic titles, appointments with tenure and honorary degree nominations. Mr. Westbrook so moved and Mr. Mobley seconded the motion. The vote was taken and the motion carried.

Chairman Warr invited the following persons to remain: President Pastides, Secretary Stone, the President's Executive Council, Dr. Grant, Mr. Kaufman and Ms. Doran.

EXECUTIVE SESSION

## RETURN TO OPEN SESSION

### II. Approval of Minutes

The following seven sets of minutes were presented for approval:

- A. Executive Committee, August 7, 2015
- B. Board of Trustees, August 7, 2015
- C. Ad Hoc Committee on Strategic Planning, August 7, 2015
- D. Called Academic Affairs and Faculty Liaison Committee and Health Affairs Committee, August 7, 2015
- E. Academic Affairs and Faculty Liaison Committee, September 18, 2015
- F. Intercollegiate Athletics Committee, September 18, 2015
- G. Health Affairs Committee, September 18, 2015

Chairman Warr stated that there were no additions, deletions or corrections to the minutes; therefore, they stood approved as provided for review on the Board Portal.

### III. Committee Reports

- A. Ad Hoc Committee on Strategic Planning, August 7, 2015  
(The Honorable Mack I. Whittle Jr. reported)

Mr. Whittle indicated that he would provide an abbreviated report. The Ad Hoc Committee on Strategic Planning met on Friday, August 7, 2015, and received an update from Interim Provost Helen Doerpinghaus on the Academic Dashboard for USC Columbia.

He reminded Trustees a “dashboard” had been established with the five-year strategic plan that considered eight primarily academic metrics against a peer group of Rutgers University, University of Connecticut, University of Georgia, University of Kentucky and University of Tennessee; and a peer-aspirant group of Indiana University, University of Maryland, University of Missouri, University of North Carolina, and University of Virginia.

The eight items included:

- Total undergraduate enrollment (headcount) and first-time, full-time freshman enrollment – this goal was met over the five-year period.
- SAT scores – this goal was a little below the five-year plan, but with the ACT being acknowledged as equal to the SAT, Dr. Cameron Howell was able to offer a comparison of the two; when the SAT and ACT are considered together, the University passed this goal.
- Freshman-sophomore retention rates – this goal was met.
- Six-year graduation rates – this goal was trending upward.

- Student-to-faculty ratio and student-to-tenure and tenure-track faculty ratio – this goal was not met. The goal was to reach 17 to 1 and with the increase in enrollment, Mr. Whittle reported that the University was unable to hire faculty quickly enough to bring that ratio down.
- Research expenditures and research expenditures per tenure and tenure-track faculty – research expenditures show a flat trend, which is true for the University’s peers and peer-aspirants.
- Faculty productivity index – a new matrix based on data provided by Academic Analytics.
- Doctoral degrees produced – for 2014, the actual number awarded was 325 versus a target of 292.

The committee also talked about the meeting that was to be held later in the day to which Mr. Whittle invited everyone to attend. The committee would begin to talk about the next five-year strategic plan, a mission statement for the University, and a vision for the University that would go beyond the five-year plan.

B. Academic Affairs and Faculty Liaison Committee, September 18, 2015  
(The Honorable Thad Westbrook reported)

1. Honorary Academic Titles

Ten requests for honorary academic titles were posted on the Board Portal with the materials for this meeting. If approved, the following individuals will be awarded the titles indicated effective with their retirement:

For the title Professor Emerita:

Jane H. Tuten

For the title Professor Emeritus:

David Whiteman

For the title Distinguished Professor Emeritus:

Charles E. Feigley

Joseph S. Janicki

Russell R. Pate

William A. Pirkle

For the title Distinguished Research Professor Emeritus:

Phillip E. Barnes

For the title Distinguished Professor Emeritus and Carolina Distinguished Professor Emeritus:

John H. Dawson

Daniel L. Reger

For the title William Joseph Todd Chair Emeritus of the Italian Renaissance:

Lawrence Rhu

On behalf of the Academic Affairs and Faculty Liaison Committee, Mr. Westbrook moved approval of the 10 honorary academic titles as presented. Mrs. Bethea seconded the motion. The vote was taken and the motion passed.

2. Appointments with Tenure

Six requests for appointments with tenure were posted on the Board Portal.

On behalf of the Academic Affairs and Faculty Liaison Committee, Mr. Westbrook moved approval of the requests. Mr. Hubbard seconded the motion. The vote was taken and the motion passed to appoint the following individuals with tenure:

- Dr. Judy A. Beck – Appointment with tenure at the rank of professor in the School of Education at the University of South Carolina Aiken and appointment as Dean of the USC Aiken School of Education.
- Dr. Michael J. Fekula – Appointment with tenure at the rank of professor in the School of Business Administration at the University of South Carolina Aiken and appointment as Dean of the USC Aiken School of Business Administration.
- Dr. Richard Lee Hodinka – Appointment with tenure at the rank of professor in the department of biomedical sciences at the USC School of Medicine Greenville.
- Dr. Ramkumar Janakiraman – Appointment with tenure at the rank of associate professor in the marketing department of the Darla Moore School of Business at the University of South Carolina.
- Dr. Miyoung Jeong – Appointment with tenure at the rank of associate professor in the College of Hospitality, Retail and Sport Management of the University of South Carolina.
- Dr. Haemoon Oh – Appointment with tenure at the rank of professor in the College of Hospitality, Retail and Sport Management of the University of South Carolina and as Dean of the College of Hospitality, Retail and Sport Management as well as USC Educational Foundation Distinguished Professor.

3. New Center: Rule of Law Center, Office of the Provost, USC Columbia

On behalf of the Academic Affairs and Faculty Liaison Committee,

Mr. Westbrook moved approval of the new Rule of Law Center in the Office of the Provost, as described in the materials posted on the Board Portal for this meeting. Mrs. Bethea seconded the motion. The vote was taken and the motion passed.

4. New Academic Administrative Unit: Program in Global Studies, College of Arts and Sciences, USC Columbia

On behalf of the Academic Affairs and Faculty Liaison Committee,

Mr. Westbrook moved approval of the new Program in Global Studies in the Office of the Provost, as

described in the materials posted on the Board Portal for this meeting. Mr. Mobley seconded the motion.

The vote was taken and the motion passed.

5. New Dual Degree Program: Dual Master of International Business - Darla Moore School of Business, USC Columbia/Shanghai Jia Tong University, Shanghai, China

On behalf of the Academic Affairs and Faculty Liaison Committee, Mr.

Westbrook moved approval of the new Dual Master of International Business–Darla Moore School of Business, USC Columbia/Shanghai Jia Tong University, Shanghai, China as described in the materials posted on the Board Portal for this meeting. Mr. Fennell seconded the motion. The vote was taken and the motion passed.

6. Removal of Honorary Degree Candidates from the Table

On behalf of the Academic Affairs and Faculty Liaison Committee,

Mr. Westbrook moved to remove the name of the following honorary degree recipient from the table:

Ronald Alvin DeVore. Mr. Burroughs seconded the motion. The vote was taken and the motion passed.

Mr. Westbrook reported that the committee also received annual follow-up reports on the enrollment and financial status of new programs previously approved by the Board. He said summary data was provided on the Board Portal and that Provost Gabel told the committee several programs were not fully enrolled because the timing of their approval came after recruitment cycles ended. He said that the Provost Office would monitor the enrollment progress closely, and offer a much better understanding of these programs in the future.

- C. Buildings and Grounds Committee, September 18, 2015  
(The Honorable William W. Jones Jr. reported)

Mr. Jones said that the Buildings and Grounds Committee met on September 18, 2015, and the following items required Board approval. First, he asked Secretary Stone to read this statement: “The University hereby declares its official intent, pursuant to Federal Regulations, to reimburse itself from the amounts of proceeds of the tax-exempt bond issue.”

1. Project Approvals
  - a. Sumwalt College Instructional Lab Renovation

On behalf of the Buildings and Grounds Committee, Mr. Jones moved to establish and fully fund this project with a budget of \$750,000 to be funded with Institutional Capital Project Funds. Mr. Whittle seconded the motion. The vote was taken and the motion passed.

b. Williams-Brice School of Nursing Building Renovations

On behalf of the Buildings and Grounds Committee, Mr. Jones moved to establish and fully fund this project with a budget of \$430,000 to be funded with \$400,000 of Institutional Funds from the College of Nursing and \$30,000 in E&G Maintenance Reserve Funds. Dr. Smith seconded the motion. The vote was taken and the motion passed.

c. Mungo Family Gate Plaque at Williams-Brice Stadium

On behalf of the Buildings and Grounds Committee, Mr. Jones moved approval to install the Mungo Family Gate Plaque with the text as presented and provided in the meeting materials. Mr. Westbrook seconded the motion. The vote was taken and the motion passed.

d. Dr. Fayad Memorial Marker at Arnold School of Public Health

On behalf of the Buildings and Grounds Committee, Mr. Jones moved approval to install the Dr. Fayad Memorial Marker with the text as modified and provided in the meeting materials. Mr. Mobley seconded the motion. The vote was taken and the motion passed.

2. Gift Naming Opportunities

On behalf of the Buildings and Grounds Committee, Mr. Jones moved approval of the following gift namings as recommended by the Gift Naming Opportunities Committee and distributed in the Board materials. Ms. Moody seconded the motion. The vote was taken and the motion passed.

a. Alumni Center

- i. "The Paul and Joy Carter Large Conference Room"
- ii. "The Class of 1955 Building Entry"
- iii. "The Marsha Cole Gamecock Gates"
- iv. "The Elizabeth H. Parker Historic Hallway"
- v. "The Robert V. Royall Presidential Dining Room"
- vi. "The Larry Nichols Hospitality Area"

b. Athletics

- i. "The Randi Berry Tutor Room"
- ii. "The Mackey Family Bench"

c. College of Information and Communications

- i. "The Mark and Julia Buyck Student Services Conference Room"
- ii. "The Mary W. (Mimi Wilkinson) Cunningham and Thomas G. Cunningham Broadcast Control Room"
- iii. "The Rosalyn S. Durant Office"

- iv. “The Ainsley Earhardt Proctor Office”
  - v. “The Lisa Pitasi Fischer Office”
  - vi. “The Manny and Betty Gaetan Office”
  - vii. “The Eddie Mae Crafton Griffin Office”
  - viii. “The Bradley Hamm, Benjamin Hamm and Tanya Bordeaux Hamm Office”
  - ix. “The Zebulon Vance (Jack) Kornegay Office”
  - x. “The C.S. Lewis Office”
  - xi. “The Jane Brooks Mays Office”
  - xii. “The Clay and Grainne Owen Career Advisor Office”
  - xiii. “The Post and Courier Foundation Computer Lab”
  - xiv. “The Susanne Schafer and Charles Bierbauer Graduate Seminar Room”
  - xv. “The Larry Thomas and Family Classroom”
  - xvi. “The Times and Democrat Master’s Suite”
- d. School of Law
    - “The Nexsen Pruet Lecture Hall”
  - e. University Libraries
    - “The Class of 2014 Study Room”
  - f. Darla Moore School of Business
    - “The Kane Welcome Center”

Mr. Jones also reported that the committee received updates on construction, planning, and regulatory actions.

D. Health Affairs Committee, September 18, 2015  
(The Honorable Hubert F. Mobley reported)

The Health Affairs Committee of the University of South Carolina met on Friday, September 18, 2015, in the 1600 Hampton Street Board Room.

Health System Update

Mr. Walton told the committee that with the lease at the Dorn VA Medical Center expiring in 15 years, it was time to begin reviewing the opportunities and challenges related to a new physical location for the USC School of Medicine in Columbia. Mr. Walton said that the administration would start addressing this topic in its five-year plan and would continue to keep the committee updated on the progress.

USC School of Medicine Greenville Report

Dean Jerry Youkey told the committee that he had been tasked with putting together a proposal for



USC Health Sciences in Greenville. His report included an overview of Greenville Health Systems (GHS), the University's clinical partner in Greenville, and its vision for the future. Dean Youkey pointed out that the opportunity for the University, with GHS as its partner, was to be the major resource in the State of South Carolina for healthcare professions education.

Dean Youkey told the committee that the USCSOM Greenville was a leader in providing innovative medical education and would be graduating its charter class in May 2016. He said the pipeline program, GHS MedEx Academy, was working well and he expected applications for the coming year to reach about 3,500 for the 100 available spots. Dean Youkey concluded his report to the committee by providing an overview of his five-year proposal.

#### USC School of Medicine Columbia Report

Dean Les Hall provided the committee a status update on the clinical integration of the School of Medicine Columbia with Palmetto Health. He reported that the integration was moving forward very well, with an anticipated launch date of April 1, 2016, for the medical group. He said the initial medical group team would be comprised of about 470 providers, with a total of about 1,870 team members. In order to provide well integrated services, a major investment was underway to bring all the providers under one common electronic medical platform. He also reported that the mission, vision and values document for the new medical group had been completed, which was a major milestone.

Dean Hall informed the committee that the new Florence campus was experiencing a lot of success in its programs and was receiving great feedback from third- and fourth-year students. He also reported that vacant leadership positions in the School of Medicine had recently been filled. Dean Hall concluded his report to the committee by highlighting some of the outstanding research awards received by School of Medicine faculty.

E. Intercollegiate Athletics Committee, September 18, 2015  
(The Honorable Mark W. Buyck Jr. reported)

The Intercollegiate Athletics Committee met on September 18, 2015, and Athletics Director Ray Tanner reported on numerous items. Most significant was that major gift revenues totaled \$18,814,911 in Fiscal Year 2015. Gamecock Club membership was at 18,789 as of September 2015. He also said the Kentucky home game had sold out and the Clemson, University of Florida, and University of Central Florida were expected to sell out. The LSU game was expected to sell out, but had to be moved.

A facilities update was provided on the following recently completed projects: Women's and Men's Swimming and Diving Locker Rooms; Basketball Practice Venue; Tennis Complex Addition; Practice

Soccer Fields; and the Springs Brooks Plaza at Williams-Brice Stadium. Mr. Tanner reported that two additional projects are expected to be completed in 2015 – the Indoor Football Practice Facility in October and the Women’s Basketball Office Renovation in November. Scheduled for completion in 2016 are the New Soccer Building in March and the Outdoor Track and Field facility in May; while the Men’s Basketball Office/Basketball and Volleyball Team Space renovations are scheduled to be completed in April 2017.

The committee also heard about the achievements of University of South Carolina student-athletes and coaches. Most significant was the fact that the Gamecocks were at the top of the SEC with 362 student-athletes on the academic honor roll for the 2014-15 school year; and Athletics Director Ray Tanner will be inducted into the American Baseball Coaches Association (ABCA) Hall of Fame in January 2016 in Nashville, Tennessee; making him the first coach in Gamecock history named to the ABCA Hall of Fame. In addition, Mr. Tanner’s PowerPoint presentation included a statistical report of the student athletes in each of South Carolina’s 16 judicial circuits.

The committee also heard from Dr. Cormac Cannon, the new Associate Director of Bands and Director of Athletic Bands at USC.

F. Audit and Compliance Committee, October 16, 2015  
(The Honorable C. Dorn Smith reported)

The Audit and Compliance Committee met earlier in the day and received reports on the following items. Tom McNeish with Elliott Davis Decosimo reported on the external audit (Fiscal Year 2015 Financial Statement Audit), which Dr. Smith said he would not repeat since everyone was present for that meeting. He said that the Executive Director of Audit & Advisory Services Pam Doran reported on internal audits, as well as the committee’s matrix and tracking report.

In conclusion, Dr. Smith made a motion on behalf of the Audit and Compliance Committee that the Board recognize work of the Executive Director of Audit & Advisory Services Pam Doran by awarding her a 3% salary increase, effective immediately, to \$168,096 per year. Mr. Mobley seconded the motion. The vote was taken and the motion passed.

G. Executive Committee, October 16, 2015  
(The Honorable Eugene P. Warr Jr. reported)

During its meeting earlier today, the Executive Committee received a year-end financial report for Fiscal Year 2015, along with a review of the University’s debt capacity. The committee also approved three double degree programs for the Darla Moore School of Business with Chonnam National University in South Korea, ESAN Graduate Business School in Peru and the National Taiwan Normal University. The University will receive \$20,000 for each course taught under these agreements in

addition to 25% of the program tuition fee for each matriculated student, as well as stipends, room and board for USC faculty teaching at CNU, ESAN and NTNU. The percentage of the program tuition fee per matriculated student that the University receives in the first year from NTNU will be 20%, while the University will receive 15% of the program tuition fee for the first two years of the program at ESAN.

Other approvals included two charter flight agreements, one each for the Women's and Men's Basketball Teams' 2015-2016 Season, with Private Jet Services Group, LLC. The contract for the Women's Basketball Team is in the amount of \$333,024, while the contract for the Men's Basketball Team totals \$369,191.25. The committee also approved a three-year lease agreement between USC Upstate and Hughes Land Company for 5,606 square feet on the second floor of a building located at 501 River Street in Greenville. The term of the lease can be extended for up to two consecutive terms of three years each. Cost of the lease is \$82,688.52 annually, representing \$10 per square foot for rent and \$4.75 per square foot for operating costs. The operating cost fee can increase in year three of the lease, not to exceed 3%. USC Upstate also will be responsible for electricity for the premises.

The Executive Committee approved five items for recommendation to the full Board for action.

These were:

1. Contracts

a. Baseball Stadium Naming Rights Agreement

On behalf of the Executive Committee, Chairman Warr moved approval of a 10-year naming rights agreement with Founders Federal Credit Union to name the University's baseball stadium Founders Park. The term of the agreement begins November 1, 2015, and the total amount to be paid by Founders Federal Credit Union is \$7,237,430.20 for naming rights and additional sponsorship benefits. Mr. Mobley seconded the motion. The vote was taken and the motion passed.

b. ESPN Regional Television, Inc. Production Services Agreement

On behalf of the Executive Committee, Chairman Warr moved approval of an agreement between the University and ESPN Regional Television, Inc. under which the University may provide equipment, personnel and service to produce University programming as part of the SEC-ESPN Master Agreement, for which ESPN will pay the University a per-event fee of \$3,500 for full digital events, \$1,500 for partial digital events, and \$10,000 for full linear events. For Fiscal Year 2015, the University will receive \$283,500. Mr. Jones seconded the motion. The vote was taken and the motion passed.

c. Lease between USC Lancaster and the Educational Foundation of USC Lancaster

On behalf of the Executive Committee, Chairman Warr moved approval of a 30-year Master Lease Agreement between USC Lancaster and the Educational Foundation of USC Lancaster. Under the lease, the foundation agrees to make available to USC Lancaster, buildings and real estate owned by the foundation for \$1 per year. USC Lancaster is responsible for providing property insurance on the buildings and liability insurance covering its use of the buildings. Mr. Westbrook seconded the motion. The vote was taken and the motion passed.

d. USC Beaufort and the Beaufort-Jasper Higher Education Commission Memorandum of Understanding

On behalf of the Executive Committee, Chairman Warr moved approval of a Memorandum of Understanding (MOU) between the University of South Carolina and the Beaufort-Jasper Higher Education Commission. Under the MOU, the commission agrees to provide to USC Beaufort certain housing facilities and real estate owned by the commission at no cost. Further, the MOU outlines the terms and conditions of the services provided by the commission for USC Beaufort, including housing, food service, and bookstore operations. Mr. Jones seconded the motion. The vote was taken and the motion passed.

2. Off-Cycle Fee Request: USC Upstate School of Education "LiveText" Fee

On behalf of the Executive Committee, Chairman Warr moved approval of USC Upstate's off-cycle fee request for \$10 per semester hour to be added to all courses originating in its School of Education, including all courses with an "ED" and "EX" prefix. The fee will support the costs of incorporating, maintaining, and supporting LiveText. LiveText is a web-based subscription that allows for creation, submission, and long-term storage of projects, assignments, rubrics, portfolios, lesson plans, and documents, as well as assessment tools, feedback options, and the ability to collect and aggregate data for program evaluation, improvement, and accreditation. LiveText was implemented in August 2015 and costs approximately \$124,000 to maintain annually. The fee, which will become effective in Spring 2016, will generate between \$100,000 and \$130,000 per academic year. Mr. Cofield seconded the motion. The vote was taken and the motion passed.

IV. Carolina's Promise: Final Campaign Report

Chairman Warr called on Ms. Houck who reported that on September 10, the President announced with great fanfare the result of the capital campaign that raised \$1,043,265,730.

This was the first \$1 billion campaign to be announced and successfully concluded on time in South

Carolina. The campaign sets new heights for annual fundraising, having now exceeded \$100 million annually during the campaign. She added that USC joins a small group of public universities across the country who have been successful at this level.

Ms. Houck summarized the ways in which the University has been announcing its fundraising success and then provided details on the campaign results. Over the past 20 plus years, she said the University raised about \$28 million per year in Fiscal Year 1994. During the Bicentennial Campaign (1995-2002), the University increased its annual average to \$57.8 million per year. After the bicentennial campaign, she said the University continued to move forward and was able to increase the annual average to about \$60 million up until the beginning of Carolina's Promise during which the annual average increased to \$130 million. This annual average will be maintained and improved in anticipation of the next campaign.

Within the Southeastern Conference, Ms. Houck said that the University was one of seven institutions to have successfully concluded a \$1 billion campaign. Across the country there are only 60 public universities in the public sector and 37 in the private sector that have ever concluded \$1 billion campaigns. With more than 4500 colleges and universities across the country, less than 100 have reached this level, placing the University of South Carolina in an exclusive club. During Fiscal Year 2015, USC had a record fund-raising year with its \$180 million total placing it fourth in dollars raised in the SEC.

She next illustrated a breakdown of donors by constituency, showing that alumni were a significant portion of the campaign in terms of numbers of donors. She said that 44% of the total number of campaign donors were alumni, with 40,114 in state and 20,239 out of state giving \$345,465,510 or 33% of the campaign total. President Pastides stressed that this past year broke every record for alumni giving even though the percentage of alumni giving decreased because of the increased numbers of alumni being graduated.

Ms. Houck noted that 47% of total campaign commitments came from organizations, which is higher than one would expect to see. She went on to state that 59% of the campaign total was in cash gifts, 16% in planned gifts, 13% in pledged gifts and 11% in gifts in kind. In discussing campaign results comparing the number of donors to the percent of total dollars, it was clear that over 90% of donors fell in the category of gifts valued under \$25,000 while 134 donors provided gifts of \$1 million and above representing nearly 60 percent of the campaign total. She next summarized the fund-raising success of various units of the University, noting that Arts and Sciences, Engineering, Athletics and Business raised \$75 million and above.

Wrapping up the campaign, Ms. Houck said that time had been spent thanking donors, with 11,000 thank you calls being made in July and August. Thank you mailers are being sent out, as well as a campaign film that will be distributed electronically, and a campaign gala will be held in November. Now that the campaign has concluded, she said that a course has been charted to analyze the campaign for how to improve future fundraising efforts. New funding priorities are being established along with a new website to identify new giving opportunities. And, until the next campaign, efforts to increase alumni participation in giving will be underway, while the Development staff focuses on intensifying fundraising for scholarships and faculty support. Stewardship of existing donors also will be an important element of what Ms. Houck called the “gap years” prior to the next campaign.

In response to a Trustee question about the expense associated with raising the billion dollars, Ms. Houck said that expenses accounted for about 12% of the total raised; or 12 cents for every dollar raised.

Another Trustee asked how much of the money raised went to the endowment and what is the current value of the endowment. Ms. Houck said the current endowment is \$625 million. Of the campaign total, she said \$248 million was designated for endowment of which \$104 has been received, with the balance to be received through pledges or planned gifts that will be deposited into the endowment on receipt.

#### V. Report of the Alumni Association

Chairman Warr called on Mrs. Bethea who told Trustees that the Alumni Association is striving to be more relevant, to be more vital, and to be an alumni association to which all graduating students will want to belong. What goes on inside the Alumni Association’s new building is what will make it relevant and make people want to join it.

She reminded Trustees that the official opening of the new Alumni Center had been postponed along with many of the associated events surrounding homecoming activities, with the exception of the Brad Paisley concert that would be presented as a grateful tribute to the community and its first responders who recently dealt with the devastating flooding in Columbia and other parts of the state. Mrs. Bethea went on to describe how the Alumni Association spearheaded efforts to disperse two, 18-wheel trucks full of supplies for flood victims. Thousands of University students were out helping those who needed it, which is what an alumni association is and is what will make graduates want to be a part of it. Mrs. Bethea said that Homecoming activities that would take place included the tailgate at Gamecock Park on Saturday and Sunday’s 4 p.m. ecumenical service sponsored by the Black Alumni Council at the Alumni Center.

The official opening of the Alumni Center will be rescheduled in conjunction with the University's football game against The Citadel on November 20, she said.

## VI. Report of the President

Chairman Warr called on President Pastides who said that it had been an incredible couple of weeks at Carolina. First, a historic flood; then the announcement by the HBC, Head Football Coach Steve Spurrier.

In terms of our flood response, I believe 'People are at their best when things are the very worst.' And we have a great management team. They convened at dawn on Sunday, October 4. You know who they are – Ed Walton, Wes Hickman, Bill Hogue, Joan Gabel, Chris Wuchenich, Chris Byrd, Terry Parham, Derrick Huggins, Jack Claypoole, Prof Augie Grant, and Jonathan Kaufman. And they kept meeting all day, every day for that full week.

We did have a crisis management plan ready, but we couldn't really guarantee that we would be successful. Not until you are really tested.

The rains and flooding, as you know, impacted everybody – our students, faculty, staff, academics, facilities, food services and athletics. Hundreds of thousands of bottles of water were brought to campus – three a day were given to every student who resided on campus and if you were off campus and needed water, you were welcome to come and get some. Thousands of gallons of potable water in tankers came to Sodexo to help provide limited food service. We had 170 portable restrooms, shuttle service to and from the Columbia and Charlotte airports to get students home first and then back. And, of course, lots of transportation to shuttle our volunteers around safely, efficiently and effectively.

On Monday of this past week, we re-opened and held our breath...hoping that things would go ok, and they did. I truly believe that most people were ready to get back to school and to get back to work. I was certainly one of them.

This past Wednesday (October 14), late in the day, we had the good news that safe water had been restored to campus. We spent yesterday purging existing water in the pipelines around the University. Our other campuses fared well, none of them escaped completely unharmed, but everybody is fine with some repairs still necessary. Our financial recovery is being monitored now. We will capture costs, including the time of faculty and staff, and report it to the appropriate authorities.

We had many exceptional helpers, most of them unsung heroes on our campus last week. In addition to those I mentioned earlier who you knew and expected would be heroic, let me mention a few others.

- **Corey Alpert** – a USC student who organized **UofSCRelief**, providing genuine round the clock help from approximately 4,000 Carolina students who were deployed whenever and wherever they were needed.
- **Terry Parham** – who worked closely with the Governor's General Counsel to seek the kind of advice that we needed relative to reopening.
- **Derrick Huggins** – the face of facilities and transportation – worked with the Mayor, the City Manager, the Chief Engineer, as well as our plumbers and technicians to make sure things would work.

- **Helen Zeigler** – worked very closely with Sodexo – making sure students retained their healthy food choices, even though she was grappling with flooding in her own home.
- **Kirsten Kennedy** – managing the housing needs of our students.
- **Jerry Brewer** – took care of the student needs for the 1500 students who chose not to go home. They needed healthy and productive activities and Jerry helped with that.
- **Jack Claypoole** – oversaw the incoming contributions that were stored at our Alumni Center, including truckloads of water, generators, clothing and shoes.
- **Chris Wuchenich** - our Chief of Police – never left campus last week – slept on a cot in his office.
- **Dennis Pruitt, Bill Hogue and Wes Hickman** – I could go on and on.
- **Ray Tanner** – who helped in a very, very difficult situation to move the game. Vanderbilt of course sent an 18-wheeler to campus loaded with supplies and water.
- **Faculty** – who, under Joan Gabel, retained their flexibility as classes were cancelled and they stepped up to be our good partners.

Even Patricia (Moore-Pastides) delivered her homemade pumpkin bread to various emergency planning groups around campus.

Looking ahead, Chris Byrd tells us that there are about 35 to 40 catastrophic home losses among our staff and faculty. So we are working on ways now to assist them as they apply for state and federal aid. Ray Tanner has arranged that at tomorrow's game we will be asking for cash donations at all 99 gates at Williams-Brice Stadium. We will send a reminder text to give during the game. We are working closely with the United Way, Central Carolina Community Foundation, and the American Red Cross. We will take none of the money ourselves, but distribute it to those organizations.

That brings me to the second part of my report...football and Coach Spurrier's announcement.

For most people who have made great impacts on an institution, you need the passage of time before you establish their legacy...five years to get into the Baseball Hall of Fame, 25 years to get into the Rock and Roll Hall of Fame, for example.

But in this case, Coach Spurrier's legacy at Carolina is already clear. I won't repeat the statistical records broken or established during his era, including the academic records established as well, but I think it is fair to say that the Head Ball Coach (HBC) along with Coach Ray Tanner and so many other current coaches have given the university its swagger. We are self-confident and that is the legacy I am most proud about. A legacy that is more important than the win-loss records or the Coach of the Year honors that he won several times. And that legacy of swagger is one that has already been engraved, not on a plaque, but in the university family's history.

Now we look forward to Homecoming – excited about concerts and other gatherings, even though many have been curtailed, opportunities to reunite because this community, this University does need to have a good time to come back together to be with our beloved friends and family. Tomorrow morning ESPN will be in town on the Horseshoe between 7 and 9 a.m. and they will pay tribute as well to our first responders and our flood victims. And we will do that again at half time.



So, I'm ready for a 4 p.m. kickoff under Coach Shawn Elliott. Very, very excited about that, and hopefully onward to beat the Commodores and win many more!

VII. Other Matters

Chairman Warr said there was need for an Executive Session dealing with an honorary degree matter. He called for a motion to go into Executive Session. Dr. Smith so moved. Mr. Fennell seconded the motion. The vote was taken and the motion passed.

Chairman Warr invited the President's Executive Council and Ms. Doran to remain for the Executive Session. He noted that there would be no action and that the meeting would adjourn following the Executive Session.

Before going into Executive Session, Mrs. Bethea offered sympathy to USC Upstate as the campus deals with the loss of four students.

EXECUTIVE SESSION

RETURN TO OPEN SESSION

VIII. Adjournment

There being no other matters to come before the committee, Chairman Warr declared the meeting adjourned at 3:25 p.m.

Respectfully submitted,

Amy E. Stone  
Secretary