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University of South Carolina
BOARD OF TRUSTEES

December 13, 2016

The University of South Carolina Board of Trustees met at 12:50 p.m. on Tuesday, December 13, 2016, in the C. Edward Floyd Boardroom at My Carolina Alumni Center.

Members present were: Mr. John C. von Lehe Jr., Chairman; Mr. Hubert F. Mobley, Vice Chairman; Mr. Chuck Allen; Mr. J. Egerton Burroughs; Mr. Mark W. Buyck Jr.; Mr. Thomas C. Cofield; Dr. C. Edward Floyd; Mr. William C. Hubbard; Mr. William W. Jones Jr.; Mr. Toney J. Lister; Mr. Miles Loadholt; Ms. Leah B. Moody; Dr. C. Dorn Smith; Mr. Eugene P. Warr Jr.; Mr. Thad H. Westbrook; Mr. Mack I. Whittle Jr.; and Mr. Charles H. Williams.

Members absent were: Mr. A.C. "Bubba" Fennell; Mr. Tommy D. Preston Jr.; and Ms. Molly Spearman.

Also present were faculty representative August E. "Augie" Grant and student representative Michael Parks.

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; Vice President for Student Affairs Dennis A. Pruitt; Vice President for Human Resources Chris Byrd; Vice President for Development Jancy Houck; Vice President for Information Technology William F. Hogue; Chief Communications Officer Wes Hickman; Executive Director of Audit & Advisory Services Pam Doran; USC Aiken Chancellor Sandra Jordan; USC Beaufort Chancellor Al Panu; Palmetto College Chancellor Susan Elkins; Executive Director for the Office of Economic Engagement William D. "Bill" Kirkland; Associate Vice President for Finance Jennifer Muir; Associate Vice President for Finance Kelly Epting; University Treasurer Pat Lardner; Dean of the College of Arts and Sciences Lacy Ford; Dean of the College of Nursing Jeannette Andrews; Dean of the Arnold School of Public Health Thomas Chandler; Vice Provost and Director for Global Carolina P. Allen Miller; Director of Facilities Planning and Programming and University Architect Derek S. Gruner; Director of Facilities Design and Construction Jeffrey D. Lamberson; Director of Capital Budgets and Financing Charlie Fitzsimons; Director of Academic Programs, Provost's Office, Kristia Finnigan; Director of Parking, Department of Athletics, Jim

Petrus; Associate Dean for the College of Nursing Stephanie Burgess; Faculty Senate Chair-Elect Marco Valtorta; Associate Dean for Diversity & Operations, College of Hospitality, Retail and Sport Management, Tena B. Crews; Professor Jed Lyons, College of Engineering and Computing; USC Upstate Professor Warren J. Carson; USC Aiken Executive Vice Chancellor for Academic Affairs Jeff Priest; Athletics Department Chief Financial Officer Jeff Tallant; Executive Director of My Carolina Alumni Association Jack W. Claypoole; Mrs. Cynthia Lister, wife of Trustee Toney Lister; Mrs. Ann Loadholt, wife of Trustee Miles Loadholt; Mack Stone, husband of Board of Trustees and University Secretary Amy E. Stone; The Reverend Tom Wall, USC Methodist Campus Chaplain; Chief of Staff, President's Office, J. Cantey Heath Jr.; USC student and Rhodes Scholar recipient Jory Fleming; Cassie Cope with *The State* newspaper; University Technology Services Production Manager Matt Warthen; and Board staff members Debra Allen, Leah Kososki, Terri Saxon and Ina Wilson.

Call to Order

Chairman von Lehe 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

Chairman von Lehe invited The Reverend Tom Wall, USC Methodist Campus Chaplain, to deliver the invocation.

I. Approval of Minutes

The following seven sets of minutes were presented for approval:

- A. Audit and Compliance Committee, October 14, 2016
- B. Executive Committee, October 14, 2016
- C. Board of Trustees, October 14, 2016
- D. Health Affairs Committee, November 18, 2016
- E. Buildings and Grounds Committee, November 18, 2016
- F. Board of Trustees, Called Meeting, November 18, 2016
- G. Board of Trustees, Called Meeting, November 21, 2016

Chairman von Lehe stated there were no additions, deletions or corrections and that these seven sets of minutes stood approved as provided for review on the Board Portal.

II. Committee Reports

- A. Academic Affairs and Faculty Liaison Committee, December 13, 2016
(The Honorable Leah B. Moody reported)

Ms. Moody said the committee met earlier in the day and received an update from

Dr. Kendall Roth about the International Business Program in the Darla Moore School of Business. The committee also recommended several items for approval by the full Board, which she said had received the appropriate academic and administrative approvals.

1. Honorary Academic Titles

Ms. Moody moved approval of twenty-two honorary academic titles, effective on retirement of the individuals indicated. The vote was taken and the motion approved for the following honorary academic titles:

For the title Professor Emerita:

Mary R. Boyd
Patricia Feehan
Lisa Martin Stuart

For the title Professor Emeritus:

Charles Brice

For the title Distinguished Professor Emerita:

Caroline Eastman
Diane L. Stephens

For the title Distinguished Professor Emeritus:

Warren J. Carson
Francis A. Gadala-Maria
E. Evan Krauter
Jerald T. Wallulis
Scott R. Goode
William Harpine
Charles Keith
Dennis Oberhelman
Kenny J. Whitby
Randall L. Rose
James M. Sodetz

For the title Clinical Professor Emerita:

Ellen Synovec

For the title Distinguished Clinical Professor Emeritus:

John V. Dacus
Luther C. Williams

For the title Librarian Emerita:

Karen Taylor

For the title James P. Mozingo, III Legal Research Chair Emeritus

Walter F. Pratt, Jr.

For the title Carolina Distinguished Professor Emeritus

James M. Sodetz

For the title John E. Swearingen, Sr. Professor Emerita in Education

Diane L. Stephens

2. Tenure and Promotion Recommendations

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

Moody moved approval of the list of tenure and promotion recommendations [Exhibit A], as presented and described in the materials posted on the Board Portal for this meeting.

3. Appointments with Tenure

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

Moody moved approval of two appointments with tenure. The vote was taken and the motion approved for the following individuals:

Dr. Brendan B. Kelly – Appointment with tenure at the rank of professor in the Department of Fine Arts and Communication Studies at USC Upstate. He is also appointed Chancellor for USC Upstate.

Dr. Marc van Essen – Appointment with tenure at the rank of associate professor in the Sonoco International Business Department in the Darla Moore School of Business at the University of South Carolina.

4. New Program: Master of Science in Technology Innovation and Engineering Entrepreneurship, College of Engineering and Computing, USC Columbia

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

Moody moved approval of the requested new program Master of Science in Technology Innovation and Engineering Entrepreneurship, in the College of Engineering and Computing, as presented and described in the materials posted on the Board Portal for this meeting. The vote was taken and the motion approved.

5. New Dual Degree Program: Master of Public Administration (MPA)/Master of Public Health (MPH), Arnold School of Public Health, USC Columbia

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

Moody moved approval of the new dual-degree program, Master of Public Administration/Master of Public Health in the Arnold School of Public Health, as presented and described in the materials posted on the Board Portal for this meeting. The vote was taken and the motion approved.

6. Program Modifications: Master of Science in Nursing (MSN), College of Nursing, USC Columbia

a. MSN – Adult Gerontology Acute Care Nurse Practitioner

- b. MSN – Family Nurse Practitioner
- c. MSN – Psychiatric Mental Health Nurse Practitioner

On behalf of the Academic Affairs and Faculty Liaison Committee,

Ms. Moody moved approval of these three requested program modifications in the College of Nursing, as presented and described in the materials posted on the Board Portal for this meeting. The vote was taken and the motion approved.

7. Program Terminations, USC Columbia

- a. Bachelor of Science in Athletic Training
- b. Certificate of Graduate Study – Criminal Justice Leadership
- c. Bachelor of Arts, Latin American Studies, College of Arts and Sciences

On behalf of the Academic Affairs and Faculty Liaison Committee,

Ms. Moody moved approval of these three requested program terminations, as presented and described in the materials posted on the Board Portal for this meeting. The vote was taken and the motion approved.

8. USC Aiken: Mission Statement Revision

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

Moody moved approval of the requested revision to the USC Aiken Mission Statement, as presented and described in the materials posted on the Board Portal for this meeting. The vote was taken and the motion approved.

9. USC Upstate: Faculty Manual Update

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

Moody moved approval of the requested update to the USC Upstate Faculty Manual, as presented and described in the materials posted on the Board Portal for this meeting. The vote was taken and the motion approved.

B. Health Affairs Committee, November 18, 2016
(The Honorable Miles Loadholt reported)

Mr. Loadholt reported the Health Affairs Committee met on November 18, 2016, and received a report from the USC School of Medicine (USCSOM) Greenville Joint Board Liaison Committee. Dr. Smith reported to the committee that the JBLC had received an update on the first quarter financials and an overview of the 10-year financial forecast from David Sudduth, USCSOM Greenville Business and Finance Officer. Additionally, the committee received a general update on the USCSOM Greenville from Dean Jerry Youkey.

C. Buildings and Grounds Committee, November 18 and December 13, 2016
(The Honorable William C. Hubbard reported)

Mr. Hubbard reported the Buildings and Grounds Committee met on November 18 and earlier in the day. In addition to receiving several planning updates, the following items were recommended for approval by the full Board. First, Mr. Hubbard 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. Phase I Approvals: SCANA and Campbell Property Preliminary Land Acquisition Project

On behalf of the Buildings and Grounds Committee, Mr. Hubbard moved to establish and fully fund this project with a budget of \$75,000 funded with Institutional Capital Project Funds. 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. The vote was taken and the motion passed.

b. Phase II Approvals

i. Emergency Generators for Critical Research Buildings

On behalf of the Buildings and Grounds Committee, Mr. Hubbard moved to fund Phase II design and construction for a total project budget of \$1,500,000 funded with JCI Settlement Proceeds. 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. The vote was taken and the motion passed.

ii. Close-Hipp Renovation

On behalf of the Buildings and Grounds Committee, Mr. Hubbard moved to fund Phase II design and construction for a total project budget of \$16,000,000 funded with \$13,800,000 of Institutional Capital Project Funds and \$2,200,000 of Private Gifts. 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. The vote was taken and the motion passed.

c. Other Approvals

i. Cocky Sculpture Project

On behalf of the Buildings and Grounds Committee, Mr. Hubbard moved to create a life-size and life-like bronze representation of Cocky and place it in an exterior

setting on the campus near Melton Observatory, funded with gifts from the Parents Association. 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. The vote was taken and the motion passed.

ii. Blatt Pool Re-plastering

On behalf of the Buildings and Grounds Committee, Mr. Hubbard moved to establish and fully fund this project with a budget of \$375,000 to be funded with \$125,000 of Athletic Maintenance Reserve, \$125,000 of Institutional Capital Project Funds and \$125,000 of Institutional Funds. 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. The vote was taken and the motion passed.

iii. Taylor House Roof Replacement

On behalf of the Buildings and Grounds Committee, Mr. Hubbard moved to establish and fully fund this project with a budget of \$400,000 to be funded with Private Gifts. 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. The vote was taken and the motion passed.

iv. Bursar, Financial Aid, Registrar and Admissions Renovation at 1244 Blossom Street

On behalf of the Buildings and Grounds Committee, Mr. Hubbard moved to establish and fully fund this project with a budget of \$975,000 to be funded with Institutional Capital Project Funds. 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. The vote was taken and the motion passed.

v. DeSaussure Window Replacement and Access Control Project

On behalf of the Buildings and Grounds Committee, Mr. Hubbard moved to establish and fully fund this project with a budget of \$800,000 to be funded with Housing Maintenance Reserve. 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. The vote was taken and the motion passed.

vi. Harper/Elliott Window Replacement and Access Control Project

On behalf of the Buildings and Grounds Committee, Mr.

Hubbard moved to establish and fully fund this project with a budget of \$800,000 to be funded with Housing Maintenance Reserve. 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. The vote was taken and the motion passed.

vii. School of Medicine Building #28 Simulation and Interactive Learning Center

On behalf of the Buildings and Grounds Committee, Mr.

Hubbard moved to establish and fully fund this project with a budget of \$800,000 to be funded with School of Medicine Institutional Capital Project Funds. 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. The vote was taken and the motion passed.

viii. Strom Thurmond Wellness and Fitness Center Skylight Replacement Project Part II

On behalf of the Buildings and Grounds Committee, Mr.

Hubbard moved to establish and fully fund this project with a budget of \$750,000 to be funded with \$475,000 of Institutional Funds and \$275,000 of Institutional Capital Project Funds. 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. The vote was taken and the motion passed.

ix. Naming of Pedestrian Bridges Over Blossom and Assembly Streets Serving the Strom Thurmond Wellness and Fitness Center

On behalf of the Buildings and Grounds Committee, Mr.

Hubbard moved to install a total of four metallic signs on the pedestrian bridges spanning Blossom and Assembly Streets. In appreciation for his assistance in helping the University obtain federal funds for the construction of these pedestrian bridges, the signs will read “University of South Carolina John N. Hardee Crossing.” 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. The vote was taken and the motion passed.

2. Gamecock Achievement Tower at Capstone

On behalf of the Buildings and Grounds Committee, Mr. Hubbard moved the garnet lights illuminated to signify significant achievements by the University, both in the classroom and in athletic venues, officially be named the “Gamecock Achievement Tower at Capstone.” The vote was taken and the motion passed.

3. USC Upstate Naming Requests

- a. Gramling Marker
- b. Hall Marker

On behalf of the Buildings and Grounds Committee, Mr. Hubbard moved to approve the replacement of these markers to designate Gramling Drive and Hall Lane at USC Upstate. The vote was taken and the motion passed.

4. Gift Naming Opportunities

On behalf of the Buildings and Grounds Committee, Mr. Hubbard moved approval of the following gift namings and the language for the Tommy Suggs plaque as recommended by the Gift Naming Opportunities Committee and distributed in the Board materials. The vote was taken and the following namings were approved, with Mr. Westbrook recusing himself from voting on the motion:

- a. Alumni Association
 - i. “The Chris and Beth Becht Executive Office”
 - ii. “The Coach Dawn Staley and the Lady Gamecocks Conference Room”
 - iii. “The Richard T. Greener Conference Room”
 - iv. “The Mary P. Pruitt and J. Calhoun Pruitt, Linda P. McConnell and Calhoun Pruitt, Jr. Collaboration Space”
 - v. “The Thad H. Westbrook Family Historic Hallway”
- b. Athletics
 - i. “The Joyner Family Bench”
 - ii. “The Wheeler Beach”
- c. College of Social Work
 - i. “The Sallie Campbell, MSW '80, Children, Youth and Family Faculty Office”
 - ii. “The Dean Emeritus Leon and Connie Ginsberg Social Work Administration Faculty Office”
 - iii. “The Anton J. Gunn Social Policy and Advocacy Faculty Office”
 - iv. “The R.A. Hanner Faculty Office for Behavioral Health”
- d. School of Law
 - i. “The Claude Mood Scarborough, Jr. Suite”
 - ii. “The Richland County Bar Association Pro Bono Office”
- e. College of Information and Communications
 - “Colonel Rick Kiernan Office”
- f. Language for the Suggs’ Plaque

“Tommy Suggs was the starting quarterback on the 1968, 1969 ACC Championship and 1970 Gamecocks football teams. The gift from Tommy and his wife, Jane, was made

in grateful appreciation to his teammates, coaches, Sigma Nu fraternity brothers and our always faithful Gamecock fans.”

Location for the plaque: The plaque would be installed on the southern-most pillar supporting the Tommy Suggs Garnet Way arch.

g. Language for the Rex Enright Athletic Center Plaque

Mr. Hubbard noted corrections had been made to the language proposed for this plaque and that approval would be deferred until the next Board meeting.

D. Student-Trustee Liaison Committee, November 18, 2016

Chairman von Lehe announced the committee’s report had been posted to the Board Portal for Trustees to read.

E. Executive Committee, December 13, 2016
(The Honorable John C. von Lehe Jr. reported)

During the meeting of the Executive Committee earlier in the day, the committee approved an affiliation agreement with the USC Lancaster Educational Foundation. It also approved re-assignment of BTRU Policy 1.30 as an administration policy for ongoing development, authorization and implementation; and approved six additional contracts. These included:

- An amendment to the University’s 2015 agreement with Shorelight Education, LLC to establish a mechanism for the delivery of Masters Accelerator Programs, to address reimbursement for teaching these classes, and to establish a referral fee to be paid by Shorelight for each student USC refers to the Accelerator Program.
- A five-year, \$527,005 agreement for Southeastern Concepts, LLC to provide parking management services for USC’s Athletics Department for home football games.
- Three professional services indefinite delivery contracts for the following companies: LCK, Compass 5 Partners, LLC and ENVIRO AgScience, Inc. These contracts are identical and are the standard agreements approved by the State Engineer. During the two-year term of each contract, the maximum amount of work that can be performed by any one company cannot exceed \$500,000.
- A \$422,506 master services agreement with PeopleAdmin to provide the Division of Human Resources a hosted software service that automates an employment applicant system for use by the University system.

In addition, the Executive Committee recommended the following for approval by the full Board:

- U.S. Department of Justice (DOJ) Amendment

On behalf of the Executive Committee, Chairman von Lehe moved approval of an amendment to the Operating Agreement with the U.S. Department of Justice to provide that DOJ will pay an administrative overhead charge of \$687,600 annually, effective October 1, 2016, for all services the University currently provides the National Advocacy Center, except law enforcement services. The vote was taken and the motion passed.

- S.C. Department of Commerce

On behalf of the Executive Committee, Chairman von Lehe moved approval for the Darla Moore School of Business to accept a \$2 million grant from the South Carolina Department of Commerce to create and fund the Continental Endowed Chair Fund. The vote was taken and the motion passed.

- 1600 Hampton Street Parking Lease

On behalf of the Executive Committee, Chairman von Lehe moved approval to renew the lease with the Grimball and Belser families for the parking lot located at 1600 Hampton Street for a 10-year period beginning January 1, 2017, and ending December 31, 2026, at an annual rental of \$133,680. The vote was taken and the motion passed.

- Indefinite Delivery Contracts – Construction Services

On behalf of the Executive Committee, Chairman von Lehe moved approval of construction services indefinite delivery contracts with Construction Services of SC, LLC; First Class Construction, LLC; Pizzuti Builders, Inc.; JRC Specialty, Inc.; and WT Murphy Construction, LLC. The University uses such contracts as a way to have companies readily available to respond to campus needs in a timely manner. The contract terms for each company are identical and are established by the State. The contract term is two years. During this time period, the maximum amount of work that can be performed by any one company cannot exceed \$1 million as regulated by the State Engineer. The University is not under any obligation to give any of these companies a certain amount of work, or any work at all. The companies are merely on call if needed. The vote was taken and the motion passed.

- Columbia Parking Facilities Corporation, Discovery and Horizon Garages

On behalf of the Executive Committee, Chairman von Lehe moved approval of the Agreement of Purchase and Sale between the City of Columbia, the City of Columbia Parking Facilities Corporation, and the University of South Carolina Development Foundation regarding the Horizon

Garage and Discovery Garage properties, authorizing the University to execute such agreements, terminations and other documents as are specified in or required in connection with the Purchase and Sale Agreement. The vote was taken and the motion passed.

- South Carolina ETV (SCETV) Commission Agreement, USC Update

On behalf of the Executive Committee, Chairman von Lehe moved approval of a Memorandum of Understanding between USC Upstate and SCETV authorizing USC Upstate's use of certain SCETV-controlled office, academic and studio space in the campus Media Building, and SCETV's authority to maintain a microwave tower and equipment on USC Upstate's campus. The vote was taken and the motion passed.

Chairman von Lehe said agenda items related to the Darla Moore School of Business and a proposed amendment to the Board of Trustees Bylaws were deferred.

III. Development Office Update

Chairman von Lehe called on Vice President for Development Jancy Houck for a report on improvements in the University's development program that had been made following conclusion of the Carolina's Promise Campaign in preparation for the University's next fund-raising campaign.

Building on the success of the University's capital campaign, Ms. Houck said an important post-campaign activity had been to make improvements in the University's development program. At today's Board meeting, she wanted to update Trustees on efforts to make permanent improvements in the University's development program.

Improvement of constituent data is the top priority, which meant that database deficiencies had to be corrected. The best way to accomplish this is conversion to a Constituent Relationship Management (CRM) system for use by the offices of development, alumni relations, advocacy, marketing and communications. Such a system would update the Development Office's existing outdated system, which was installed in 2000. CRM will offer a single database that consolidates constituent data from multiple sources, generates and records constituent communications and interactions, automates targeted marketing, communications and select solicitations, generates leads for engagement and fund raising, and enables creation of detailed analytics.

To fund the CRM database, Ms. Houck said current one-time funds would be used. However, recurring funds would be necessary for staffing the system. The solution for recurring funding was through gift assessment, an approach commonly used among universities around the country, including institutions in the Southeastern Conference, Clemson University, North Carolina State University,

University of Virginia, Yale University, and others. Assessments range from 2.5% to 15% at the universities surveyed.

Ms. Houck described a 3% gift assessment formula that would be allocated for central development and would provide recurring funds to allow the hiring of needed staff for CRM database conversion, training and ongoing use. She clarified for Trustees that some personnel would be temporary and some permanent. She estimated the assessment would yield \$450,000 in funding for Fiscal Year 2017, noting that the assessment would be applied to restricted and unrestricted spendable gifts and pledge payments.

More specifically, she said, the assessment would not be applied to gifts designated for endowment, single gifts to fully fund a construction or renovation project or equipment, deferred gifts not yet realized, gifts in-kind, real estate gifts, or sponsored awards generated by faculty. The assessment would be applied to realized bequests and other deferred gifts as received for current use, foundation grants as allowed by the donor and corporate current use gifts.

The use of the funds generated from the assessment would be fully budgeted and accountable, with reporting available to administrative and academic partners as to how the funds were used. Ms. Houck said communication and education efforts have been underway to make various campus constituents aware of the plan. Donors would learn of the plan on the website as well as in one-on-one discussions with development staff.

In response to questions from Trustees, Ms. Houck said initial discussions with a potential donor would identify for the donor that 3% of their gift would assessed. Trustees expressed concern over what would take place if the donor disagreed with the assessment. Trustee Whittle asked that the Board be provided information about the ratio of dollars spent to dollars raised and how the University compared to best practices in fund raising as identified at universities around the country. He also asked for a budget and pro forma for the funds to be generated from the assessment. "What is the return on the money being spent?" he asked. During the campaign, Ms. Houck said the cost per dollar raised was about 14 cents.

President Pastides noted that the only other way to fund Development's operation was through the Board-approved budget, but that no one wanted to use student tuition to pay these costs. Most donors will understand a fee associated with a gift, which is not an uncommon practice, he said. "In the (University's) next campaign, we won't be successful without increasing the budget in Development and

the only way to do it is to either recover some of that funding from our friends and donors or ask the Board to increase Development's budget at the expense of something else."

Chairman von Lehe said that Ms. Houck's report was received as information and that she would be bringing additional information back to the Board.

IV. Palmetto College Update

Chairman von Lehe called on Chancellor Elkins to report on three items from Palmetto College. First, she said that USC Sumter would be strengthening its athletics programs by adding women's golf and bringing back men's soccer for 2017-2018. Second, she said for 2017-2018, USC Union would join the other three Palmetto College campuses in the National Junior College Athletic Association (NJCAA) Division I with baseball, softball and men's and women's soccer, which previously had only been club sports on that campus.

Finally, Chancellor Elkins said the Palmetto College online bachelor's degree completion program, which now has over 600 graduates, will launch new television commercials in January 2017. She previewed the commercials for Trustees after recognizing Palmetto College's Director of Marketing and Communications Jay Darby, USC's Chief Communications Officer Wes Hickman and his team who were involved in creation of the commercials, as well as to the production company (Dust of the Ground), led by USC alumni.

V. Report of the Alumni Association

Chairman von Lehe announced Mr. Preston had provided a written report for Trustees. The report was distributed to those at the table and placed on the Board Portal.

VI. Report of the President

Chairman von Lehe called on President Pastides who said that in the interest of time he would cede his report and invite someone special to speak to the Board instead.

The achievement tower at Capstone was lit recently in recognition of the University's and the state's newest Rhodes Scholar Jory Fleming, President Pastides said, asking Jory with his service dog, Daisy, to the lectern to speak. He noted that Jory, one of 32 Rhodes Scholars nationwide; is a Capstone Fellow, with a double-major in geography and marine science and a minor in geophysics. "He is a most impressive student and is the 11th Rhodes Scholar from the University of South Carolina, including one from USC Upstate."

Jory Fleming thanked the Board and said he wanted to share some of what USC had meant to him and to offer an indication of how the University had prepared him to go to Oxford. He said his first

interaction with the University came as a high school student because he was home schooled and took dual enrollment classes at both USC Sumter and USC Columbia. He said how impressed he was when, as a high school senior, he met with Dr. Jean Ellis to determine a major. She became his academic advisor and later his research mentor. "I was struck right away by how she took over an hour of her time, with me coming in unannounced, to prepare me for what I wanted to major in," he said.

He noted her continued support and the support of other faculty members as well. He cited Dr. Joe Jones' classes and mentorship and how Dr. Jones accompanied him to California for a conference providing medical support so Jory could attend and present his work.

I wanted to first give you an indication of where I am today as a result of the faculty members that have supported me, they are not just teachers to me but they are mentors and I think that is part of what has made my journey here very special. Another thing that has made my journey here very remarkable is the things that I've become invested in here and have cared about have been able to be changed by me as an individual.

He specifically cited Cocky's Reading Express, which taught him the difference that one student can make in the community.

My interactions with that program (Cocky's Reading Express) have both challenged me and helped me grow in a way that I wouldn't have expected. The University also has helped me so much just in terms of actually being able to go to college. I have a number of disabilities, which limits my everyday life in a number of ways. That is actually the reason I got Daisy. Without her, I wouldn't be able to attend school. The University has become better connected to PAALS, which is Daisy's service dog trainer.

He cited other volunteer activities that have grown from his involvement on campus, stating,

So, it has been remarkable to me how my involvement on this campus has inspired other students, some of whom I don't know, to train and assist people like me with disabilities. I want to thank the community for that.

Finally, I wanted to thank various offices on campus that have helped me grow and given me a chance. One of my disabilities is autism, which limits my ability to interact with others and be in social environments in a way that most people would have no difficulties with. My junior year I got involved with being a University 101 Peer Leader, which is the class that a lot of freshmen take here. That role is almost all facilitation; interaction with others. U101 gave me a chance and helped me to grow in so many ways. I actually came back this year to serve as a Senior Peer Leader. Without the support of those faculty members, without the support of those students, and without the support of campus offices, I really wouldn't be where I am today. Autism is something that is a natural barrier to reaching out and to getting involved. But, as a result of Daisy, as a result of all of those groups, I have become better invested here in the University and it has meant so much to me.

I read recently a poem by William Wordsworth that I thought adequately summed up where I was at the beginning and the end of my college experience here at USC. So the first stanza is

I wandered lonely as a cloud
That floats on high o'er vales and hills,
When all at once I saw a crowd,
A host, of golden daffodils;

If you could have seen me four years ago, I would have been very different than I appear to you now. As a home schooler, I did have an opportunity to reach out to the community to some extent, but I was isolated like that cloud in some measure. The last stanza of that poem,

Fluttering and dancing in the breeze.
They flash upon that inward eye
Which is the bliss of solitude;
And then my heart with pleasure fills,
And dances with the daffodils.

The image of dancing with the flowers really hit me because that is sort of the image that I see myself now. I am no longer a lonely cloud floating in the breeze, I have become part of something here at USC that has prepared me to go to Oxford.

Jory said he is excited to pursue a master's degree in geography at Oxford "in order to become more connected to the world so that I can better help the world in the many issues that it faces. I hope I have given you a brief indication of how USC has helped prepare me to do that."

On behalf of the Board of Trustees, Chairman von Lehe congratulated Jory and presented Daisy with a new dog collar with the USC logo.

VII. Other Matters

Secretary Stone announced an updated list of Trustee appointments to various University boards and committees was available in the Resource Center on the Board Portal, noting the recent reappointment by Chairman von Lehe of Mr. Whittle to serve another three-year term on the Joint Board Liaison Committee.

VIII. Adjournment

There being no other matters to come before the Board, Chairman von Lehe declared the meeting adjourned at 1:50 p.m.

Respectfully submitted,

Amy E. Stone
Secretary