<table>
<thead>
<tr>
<th>Meeting</th>
<th>Page</th>
</tr>
</thead>
<tbody>
<tr>
<td>January 21st</td>
<td>2</td>
</tr>
<tr>
<td>February 25th</td>
<td>5</td>
</tr>
<tr>
<td>March 18th</td>
<td>8</td>
</tr>
<tr>
<td>March 25th</td>
<td>11</td>
</tr>
<tr>
<td>April 1st</td>
<td>13</td>
</tr>
<tr>
<td>April 15th</td>
<td>15</td>
</tr>
</tbody>
</table>
Strategic Planning Committee (SPC) Minutes

January 21, 2005

Present: Patti Cook, Ralph Byington, Ed Callen, Randy Duckett, Dr. Tom Hallman, Sarah Keeling, Deb Kladivko, Doug Kuck, Mike Lemons, Sue Lorch, Suzanne Ozment, Kutty Pariyadath, Tom Reid, Audrey Skrupskelis, Ginger Steel, and Tony Ateca.

Dr. Cook welcomed everyone to the meeting. The Committee approved minutes for the meeting of Friday, November 19, 2004.

Budgetary Process

Ms. Steel led a discussion regarding the need for the Strategic Planning process to provide input to the Campus Budget Committee regarding priorities. She indicated this was especially important considering limited new resources and the broad scope of the strategic planning effort. In particular, it is important that an estimated cost be identified for priority strategies, so that feasibility can be determined and a realistic timeline established for implementation.

Dr. Hallman informed the group that this year’s priorities have largely been identified and that the number of items to be funded this year would be determined by the amount of a tuition increase. State appropriations are expected to remain flat. Nevertheless, Dr. Hallman stressed the SPC’s role in providing a multi-year look at emerging strategies which inform the budgetary process. Ms. Cook suggested we must constantly be aware of the struggle to meet strategic goals which require tuition increase versus limiting increases to support our effort to maintain a student-centered environment.

Athletic Task Force

Mr. Duckett reported on activities of the Athletic Task Force (ATF). He said the ATF had engaged in significant amounts of data gathering including surveys of Peach Belt competitors and other athletic departments, especially those who had recently conducted similar studies. With the assistance of the Office of Institutional Effectiveness (OEI), committee members also met with local focus groups including coaches, administrators, new recruits, and returning athletes. In October, OEI conducted written surveys involving students, alumni, faculty, staff, and donors.

The ATF was subdivided into six action teams: Academic Support and Success, Competitiveness, Community Service, Gender Equity, Diversity and Welfare, Support and Auxiliary Services, and Campus and Community Impact. A broad scope of issues was explored by these teams, and each team has completed its research assignment. Recommendations are now being validated, clarified, and prioritized in preparation for a final report which will be
submitted to the Chancellor in February. Sub-committee reports are available at [http://www.uscs.edu/esip/atfreportslst.htm](http://www.uscs.edu/esip/atfreportslst.htm).

Ms. Steel reported that USCA has hired Compass Facility Management to conduct a marketing study for the Convocation Center. The purpose of this study is to determine the potential for the University to generate revenue through leasing the facility for special events. The group then discussed strengths and weaknesses in athletic fund raising efforts.

### Strategic Planning Review Process

Dr. Cook led a discussion regarding the strategic planning review process for 2005. She indicated that we need to look at previously identified priorities in each of the seven focus areas. Our objectives will be to assess how we are doing relative to accomplishing identified strategies, what new factors need to be considered, what costs are associated with implementation, and what obstacles need to be overcome. Recommendations will also be made regarding priorities for 2006. Members of the SPC need to prepare for each meeting by reading the appropriate strategic planning documents.

### Brown Bag Lunch Topics

The committee then discussed the proposed format for upcoming brown bag lunches. The purpose for each of these sessions would be to disseminate information about an important strategic initiative and provide a forum for campus input on the selected topic. Dr. Cook suggested that a maximum of two or three topics be identified for the spring semester. The facilitator for each topic would prepare a twenty minute presentation to be followed by open discussion.

Topics recommended for the spring term were as follows: Minority Students on Campus (including recruitment and retention), Faculty Workload, and Implementation Strategies for Student Success and Retention. Additionally, Dr. Pariyadath suggested there may be merit in facilitating further discussion regarding a recent NSSE study involving student workloads and faculty expectations. Since there were several opportunities to discuss this topic in the fall, yet no definitive action items developed, a decision was made not to include this topic on the spring agenda. Furthermore, Dr. Lorch recommended that the title of the Brown Bag Lunches reflect some degree of progress or implementation in each of the subject areas, so it did not seem that we were starting over again with the same old topics.

### Upcoming Meeting Dates

The following dates and times were suggested for meetings during the remainder of the semester:
Dr. Cook indicated that the total number of meetings and the length of each meeting may be reassessed as we go along. Additionally, Dr. Callen recommended that the timing of SPC reviews be coordinated with Brown Bag Lunches, such that the open forums occurred prior to the committee discussion. Others voiced agreement with this approach. Dr. Skrupskelis indicated that the March 18 time might conflict with a special speaker the School of Education had lined up for the same date. She would check on this and get back to Dr. Cook.

The meeting was adjourned at approximately 2:20 pm.
Strategic Planning Committee Minutes

February 25, 2005

Present: Tony Ateca, Jack Benjamin, Ralph Byington, Randy Duckett, Tom Hallman, Braden Hosch, John Hutchens, Sarah Keeling, Deidre Martin, Doug Kuck, Mike Lemons, Sue Lorch, Suzanne Ozment, Kutty Pariyadath, Bill Pirkle, Ginger Steel, Jane Tuten

Since Patti Cook, the Chair, could not make it to the meeting, Randy Duckett called the meeting to order at 12:35 PM and asked for any correction to the minutes of January 21, 2005. Hearing none, the minutes of 1/21 were declared approved as presented. Duckett also asked that Kutty Pariyadath take the minutes for the meeting of 2/25.

Ginger Steel informed the group that the House Ways and Means Committee in Columbia will be voting on a budget that includes 4% pay raise, no rise in health care cost and has some money for USCA for renovations.

The presenter for the day was Suzanne Ozment, EVCAA, who distributed two hand-outs, Excellent Academic and Co-Curricular Programs, and Superior Faculty and Staff, which contain additional details of her presentation. The following are some of the highlights of Dr. Ozment's presentation.

Excellent Academic and Co-Curricular Programs:

Performance expectations in teaching, research and service, that were received from the individual units were reviewed by the AC and these will be placed in a three-ring binder that will be available to the P and T Committee for reference purposes.

The Welfare Committee was holding open meetings on peer review of teaching and the committee's recommendations will be presented at the March Faculty Assembly. Bill Pirkle said that the Welfare Chair, Bob Botsch, will meet with the EVCAA before sending any recommendations to the Faculty Assembly.

Recommendations for the Honors Program will be discussed at the next C and C Committee meeting and should be on the Assembly's March agenda. Issues such as using a top percentage instead of GPA to determine who should be invited to participate in the Honors program and how to deal with requests from on-going students to get into the Honors Program are being discussed by the committee.

Highlights of efforts to relieve some of the faculty workload include redistribution of advisees
Where possible, summer stipend or course release to write grant proposals, increase in sabbaticals from one per year to up to four per year, reduction of teaching load for department chairs, efforts to encourage faculty to reduce membership in multiple Faculty Assembly standing committees, and approval of new faculty positions that may relieve teaching loads in at least some areas.

In an effort to improve student success and retention, Stephanie Foote, the new Director for Academic Support Services, is doubling the sections of ASUP 101. Two school heads are currently involved in teaching ASUP 101 to help student retention in their areas. Sarah Keeling is heading the Gateway Program which includes intrusive advisement of 50 students with low predicted GPA. This program is continuing in SP '05.

Dr. Ozment pointed out that reducing faculty workload and efforts to improve student success and retention are also priorities for '05-'06.

**Superior Faculty and Staff:**

USCA is competitive in salary offerings and has been successful in competing with peer institutions in the hiring of new faculty.

In the continuing efforts to resolve salary inequities, thirty-nine faculty members were provided salary adjustments last summer. There is a proposal to make more salary inequity adjustments this summer.

There is an increase in participation in collaborative research among faculty. There is a comparatively high number of RPS grant applications this year.

In an effort to increase dialogue with faculty, unit heads/chairs have been asked to meet with their faculty, one on one, at least once a year.

The mentorship of new faculty is on-going and an informal mentorship for new heads/chairs is in place.

Efforts to increase hiring of minority faculty have not been successful.

Priorities for '05-'06 include, in addition to continuing work in all the areas mentioned in the report for '04-'05, developing a teaching excellence award for part-time faculty.

The meeting was adjourned at 1:45 PM.

Submitted respectfully by
Strategic Planning Committee Minutes

March 18, 2005

Present: Tom Hallman, Suzanne Ozment, Patti Cook, Tony Ateca, Ed Callen, Deidre Martin, Bill Pirkle, Braden Hosch, Doug Kuck, Deb Kladivko, Kutty Pariyadath, Sue Lorch, Mike Lemon, Jack Benjamin, Steve Miano, Tom Reid, Audrey Skrupskelis

Chair Patti Cook called the meeting to order at 1:00 PM. The minutes of the February 25, 2005 meeting were approved with minor editorial changes. Audrey Skrupskelis was asked to take minutes for 3/18 meeting.

Student-Centered Environment

- Develop a comprehensive academic support program that includes Orientation, advising, and First Year initiatives

EVCAA Suzanne Ozment reviewed Handout #1. The following information was highlighted:

- Stephanie Foote has been hired as Director of Academic Support Services and the First Year Program. She is working at developing the content for ASUP 101 and is currently identifying goals for the course of which there will be 10 sections. She will team teach two of the sections with Jeff Priest (Head, School of Education) and Ralph Byington (Head, School of Business Administration). These two sections will be geared to the respective majors. Stephanie envisions having more than one kind of course to meet the varying needs of students.
- A letter of invitation to take ASUP 101 is mailed to students entering USCA and usually these sections fill up quickly.
- Reading materials for the course are being explored. A textbook will be customized to fit USCA’s needs to include chapters, photographs of campus, and USCA calendar.
- Stephanie has been visiting other institutions to study their support systems.
- Next year a supplemental instruction program will be tried. This program provides a tutor for identified courses. The tutor participates in all class sessions and then offers tutorial hours for students enrolled in the class. The program is very expensive, but hardcore data shows that it is very effective. English, math, and science courses will be looked at for this program. Qualified tutors will need to be identified.
- Stephanie is working with the Orientation Committee and studying the advisement process for first-year students. In addition, Stephanie and Vivian Grice are co-chairing a subcommittee to identify at-risk students and develop an early warning system.

Quality Facilities and Equipment
Tony Ateca highlighted the following on Handout #2:

- The new convocation building is the next campus addition. SAC renovation will follow. There are also plans for a new academic building, which will be twice the size of the Nursing School and will probably house Mathematics and English. Refer to handout for proposed locations.
- Currently the budget for the convocation building is exceeding the proposed budget by approximately 6 1/2 million dollars. Some changes have been made in the building plans to ensure staying within the budget. Deleted features will be added on at a later time when funds are available.
- Renovation of the SAC building will include an expanded dining area and a new, multi-use second level above the dining area. Students Health Services will be relocated to the renovated SAC.
- At this time, 3 million dollars of the projected 4 1/2 million needed to complete renovations are available.
- The Convocation center is scheduled to be completed by December of 2006. The preliminary design development for renovations to the SAC building will commence in February of 2006. Renovations are scheduled to be completed in August 2007.
- Information is being collected from schools and departments to consider maintenance requirements, new furniture, and equipment of each.
- Revenue bonds will need to be generated in order to upgrade Pacer Downs to Pacer Commons level.

**Comprehensive Campaign**

Deidre Martin presented information about USC System’s Comprehensive Campaign. Please refer to Handout #3 for details.

- The USC System is planning another Comprehensive Campaign that will take place between 2005-2012. The goal is to raise 750 million dollars for the USC System.
- Planning guidelines for the campaign are consistent with USCA’s Strategic Plan. Funding needs will be pulled from the Strategic Plan. Dr. Hallman will be hosting once a semester meetings to focus on our needs. He stated that USCA made over 11 million during the last campaign. The current campaign is a more structured and cohesive process and should be successful in reaching potential donors.
- During April, USCA will be focusing on the Strategic Plan and pulling out funding priorities. It will be important to let donors know that their donations will stay at USCA.
20% of donations will be used for “brick and mortar” needs. 80% will be set aside for scholarships, endowed chairs, and other academic services. Everything, including the Family Fund will be part of the campaign.

It is important to set an attainable goal. Strategic Planning Committee’s task will be to develop these means.

Two resignations were announced: Mike Hosang and Judy Ledford have resigned from their positions and need to be filled.

Patti Cook reminded SPC that the following meeting will be on Friday March 25 at 12:30 PM. Randy Duckett will be presenting.

Chancellor Hallman commented for the Good of the Order that the Strategic Planning Newsletter is a great vehicle for understanding the continued work of the SPC.

The meeting was adjourned at 3:00 PM.

Respectfully submitted,

Audrey Skrupskelis
Strategic Planning Committee Minutes

March 25, 2005

Present: Tom Hallman, Ginger Steel, Ed Callen, Bill Pirkle, Braden Hosch, Doug Kuck, Deb Kladivko, Sue Lorch, Mike Lemons, Jack Benjamin, Audrey Skrupskelis, Randy Duckett, Jane Tuten, Mike Hosang, Stacie Williams, Ralph Byington, John Hutchens.

Randy Duckett called the meeting to order at 12:40 PM. Ginger Steel was asked to take minutes for 3/25 meeting. Randy Duckett gave a handout to the group and reported on progress to date in a number of enrollment management area strategies.

Under the Building Strong Community Relations category, Duckett reported on the goal of increasing participation in experiential education. A staff position was hired in Career services to do this in January 2004. This person did a lot, but unfortunately left USCA in October and the position has been vacant since then. A handbook and brochure for Experiential Education has developed, as well as guidelines for students. Eleven students were placed in co-op positions; added a number of non-credit internships and shadow placements and made 66 contacts with employers.

Under the Dynamic Student-Centered Environment category, Duckett reported on a number of activities of the Enrollment Planning Team. EPT has a team looking at the early warning system for at risk students. The team reviewed what is currently in place and effective. They have the goal of developing one early warning system that coordinates monitoring systems that MAP, athletics and other groups have for students. The current program needs revision but no final recommendations as to the necessary changes have been completed.

Duckett also reported on the Gateway program. This was an early intervention program for 50 new freshmen (Fall 2004) in housing with the lowest predicted GPAs. They will do a full assessment of this program at the end of this year.

The Athletic Task Force completed its work and submitted a report to the Chancellor. Randy Duckett recommended that the Strategic Planning Committee discuss this report at a future meeting.

Under the Strategic Enrollment Planning category, Duckett reported that the Enrollment Planning Team has been set up and worked on a number of the goals from the strategic plan, plus some other issues identified by members of EPT. EPT divided their work into seven areas with an action team for each area. Many of these action teams involved additional persons on campus, who volunteered to participate. The seven areas are 1) communications, freshman admissions, at risk/probation/suspension, minority student success, financial aid/scholarship strategies, and program/major admissions. Randy
reviewed the membership of each team, the charge of each team and reported on their progress to date. There will be a written, year-end report submitted to strategic planning from EPT to Strategic Planning. Randy stated that some of the groups have worked more quickly than others and that he and Braden Hosch have been involved in the work of most of the action teams. The minutes of EPT and each of the seven action teams are available on the USCA web page for further review.

The group held a short discussion of the Athletics Task Force report. They reviewed the priority of athletics within USCA as well as the concern with the athlete as a student. The department is doing a good job of raising external funds, but there was a concern that the athletes themselves are spending too much time in fundraising activities for a few sports. While we appear to be doing a good job in the Title IX/gender equity area, additional information needs to be gathered, and a report should follow. Overall, we are successful in the conference, given our relatively low level of expenditures. This report will be discussed further at a later Strategic Planning meeting.

The meeting was adjourned at 1:35 PM.

Respectfully submitted,

Ginger Steel
Meeting of April 1, 2005

Those Present: Suzanne Ozment; Deb Kladivko; Jane Tuten; Ginger Steele; Randy Duckett; Mike Lemons; Mike Hosang; Kutty Pariyadath; Audrey Skrupskelis; Ed Callen; Stacie Williams; Sarah Keeling; Sue Lorch.

Committee Chair Patti Cook called the meeting to order at 1:10. After thanking Randy Duckett for presiding in her absence and Ginger Steele for taking minutes on March 23, Professor Cook moved for approval of the minutes for the March 18 and March 23 meetings. The minutes were approved.

Mike Hosang presented an update (see Attachment) on the Plan’s goal of building strong community relations, reporting on two Priority Items. The first was to foster opportunities for community service through the American Democracy Project. He noted the ADP Film Series in the Fall and Spring Semesters, and the service learning workshop planned for next Fall.

For the second Priority Item, to strengthen and increase partnerships with community groups, P-12 education, and local business, Mr. Hosang reported on a range of activities, noting first the Chancellor’s involvement through the Strategic Planning committees of the Aiken County Council and the Aiken County Public Schools. Mr. Hosang also reported on the University’s having hosted a number of key community group meetings on our campus.

Additional activities cited for strengthening partnerships were the English Department’s successful meetings in the Fall and Spring with their high school counterparts and Dr. Ozment’s meetings with public school system administration. Extended discussion followed on the opportunity for collaborative efforts similar to that by English in many departments and on the best methods for ensuring successful partnerships. These included involving our graduates teaching in the schools, scheduling meetings appropriately, and participating as equals.

In commenting on other partnership activities, EVCAA Ozment noted that School of Business Advisory Board is operating in high gear as are the Friends of the RPSEC. Dr. Ozment also noted Julia Ball’s success in obtaining support from the area hospitals for clinical faculty as a model of partnership.

Mr. Hosang also noted the work stemming from the Office of Student Activities putting our students actively in service to the community. Dr. Kladivko commented that the activities listed on the Update involved hundreds of student volunteer hours.

The Etherredge Center is also noted as an area of strength involving partnerships with the community. In addition to Jane Schumacher’s participation on the committee for preserving the Immanuel Institute Building as a Center for African American History, Art, and Culture, Dr. Ozment, Stacie Williams and Maggi Morehouse are representing USCA in program planning efforts.

Also noted in Mr. Hosang’s report are the efforts and activities of The Office of Continuing Education and the Office
of University Advancement. Discussion around the latter centered on the recognized need for increased communication with USCA’s Partners and Friends. This will be met in part by appeal letters signed by people recognizable to them, working from the model of the alumni appeal.

Mike Lemons presented the report for the goal of Enhancing Organizational Effectiveness (see attachment). The Priority for refining the approval process for new academic programs to include their campus wide impact has been partially met by seeking review from the Director of Operations and the Vice Chancellor for Finance at an early stage in the process. Both Mr. Lemons’ report and various comments noted that the process remains very cumbersome.

The last item in Mr. Lemons’ report, analyzing class room scheduling to ensure optimal use of facilities, generated extended discussion. Although scheduling is reviewed twice a year by the EVCAA, neither complete analysis of classroom scheduling has been made, nor a plan for optimal use of facilities been developed as of now. The opportunities lie in non-traditional approaches and in changing mind-sets. Better scheduling across the day (e.g., 8:00 a.m. and 4:30 slots), eight week classes, and use of classrooms vacated part of the week (as they are in nursing) were mentioned as suggestions.

Chair Cook noted that we had finished the reports, and that at our next meeting we will discuss the relationship of Strategic Planning Priorities to the Capital Campaign.

Dr. Ozment will report on progress made in the area faculty and staff loads at the next Strategic Planning Brown Bag Update on April 12 in B&E 140 at 12:15-1:30.

Respectfully Submitted,

Sue Lorch

University of South Carolina Aiken
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Comments to webmaster@aiken.sc.edu 09/24/2002
URL: http://www.usca.edu/strategic plan
Committee Chair Patti Cook called the meeting to order at 1:05 PM.

Approval of the minutes of the meeting held on April 1, 2005 was tabled for action later.

The Chair recognized Deidre Martin and asked her to lead the discussion of the upcoming system-wide capital campaign. As an overview Deidre explained that the campaign is in the “needs development phase.” It will be a seven year campaign which should have a goal for the USC Aiken campus of between $18,900,000 and $31,500,000. This suggested goal range is 150%-250% of the current annual fundraising total for USCA.

Deidre provided a handout (Capital Campaign Priorities for USC Aiken) for the committee which was used as a framework for the discussion of the campaign. For reference a version of this document which has been revised to reflect the committee’s input is attached.

Chairs/Professorships: The following other areas of consideration were suggested: Graduate Programs; Interdisciplinary Opportunities, including Women’s Studies and International Studies. It was also suggested that parity for all chair/professorship annual stipends should be maintained. It was explained that the Chancellor and EVCAA set the level of stipend for each Chair/Professorship based upon a number of factors.

Program Enhancements: Within the sub-heading of Center for Teaching and Learning minority retention and support services was added as a focus
item. An additional sub-heading titled Academic Program Enhancements with a funding goal of $1,000,000 was added with the intention of bringing focus to individual departments and schools. The goal for Academic Equipment was raised from $500,000 to $2,000,000. Two new sub-headings were added: Children’s Center with a goal of $250,000; Library Endowment with a goal $500,000. The following focus items were added to the sub-heading of Outreach/Collaboration with P-12: Gear-up; Arts Outreach Efforts; Academic Department Outreach. The RPSEC Program Endowment goal was raised from $250,000 to $1,000,000. The Etheredge Center Program Endowment goal was raised from $250,000 to $500,000.

Scholarships: The sub-heading of Expansion of Scholarship Opportunities was consolidated and rewritten with focus items to include: academic, need-based, renewable, performance-based, and athletic scholarships and graduate student scholarships/fellowships.

Facilities/Campus Master Plan: The Campus Health Center Relocation and Expansion was consolidated as a focus item under the sub-heading of SAC Renovation and additional student space on campus. The funding goal of $1,000,000 was considered sufficient for this consolidated sub-heading.

The next meeting of the Committee was set for May 2, 2005 from 2:00-5:00 PM in SON room 113. The Chair will send out a reminder.

The meeting adjourned 2:45 PM.

Respectfully submitted,

Mike Hosang