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Office of the Board of Trustees

October 7, 2014

The Honorable Nikki R. Haley
Office of the Governor
1205 Pendleton Street
Columbia, South Carolina 29201

Dear Governor Haley:

Thank you for taking the time and displaying the interest to meet with the South Carolina State University Board of Trustees on yesterday October 3, 2014. I regret that I was unable to be present. The fact that the meeting went forward without a request to postpone or delay, is a testament to the confidence that I, as Chairman, have in the ability of the Board of Trustees to both carry and present "the brief".

I am hopeful that the views shared, in the meeting erased any doubt or reservations that you might have previously held regarding, our convictions, capacities or commitment to pursue the stated aims and objectives of South Carolina State University. If this is not the case, or should it prove not to be the case in the future, please do not hesitate to advise, so that we may quickly move to insure that our perceptions and our understanding are clear and correct.

As I have previously said in letters, articles and other forums, the existing Board of Trustees at South Carolina State University is a new Board facing old challenges. We have no interest or desire to spend inordinate time and energy resurrecting the collective sins of our collective fathers as they pertain to South Carolina State University. Not only has this Board moved to recommend and support the implementation of procedures and policies to insure administrative, academic and economic efficiency at the University, but we have welcomed and worked collaboratively with every State Office, and officer, who has been assigned to the task of assuring present and future compliance with higher education management best practices. This we have done and this is what we are continuing to do at this very moment. This pattern of full and complete cooperation has brought us to a place where the conversation regarding the future health and role of South Carolina State University needs to be expanded.

No university can remain viable, competitive, healthy or even relevant by simply concentrating on its budget. As you understand, in your capacity of Governor, there are instances where issues of special importance must help shape the budget. In those instances the budget cannot, beyond a reasonable point, predetermine the shape of the issue. I am not arguing that inherent in the

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challenge of managing public colleges and universities for the 21st century, there are issues that are not or should not be budget sensitive. Issues such as public safety, deferred maintenance, infrastructure improvements, academic program maintenance and institutional competitiveness--all present that challenge. However, if, in a time of major crisis, those issues are in some a priori manner controlled by an abstract formulae which fails to account for the crisis of the moment, then by definition, we are not building a future. The point to be made is that we cannot "fix" South Carolina State University by only adopting budget cutting and budget balancing initiatives.

I raise this consideration with the greatest respect, as I am reminded of your publicly recited concern for the future of South Carolina State University. Colleges and Universities, within a 100 mile radius of our campus are growing, while South Carolina State University is being constrained to reduce our capacity to fulfill the University mission. We must expand the conversation about what it will take to insure a viable and competitive future for South Carolina State University. The underserved K-12 populations of this State and this Nation deserve that conversation. The expanding gap between wealth and poverty in this State and Nation demand it. The need to bring our workforce in line with State plans for economic development and security make that expanded conversation imperative.

Governor, I appeal to you in your capacity as the Chief Executive of this great State, and as a member of the Governing Board at South Carolina State University. More importantly, I appeal to you as one who understands and values the nexus between education and opportunity.

As Chairman and on behalf of the Board of Trustees at South Carolina State University, I respectfully ask for your support in helping to lead the effort to expand this conversation. As a first step, I am requesting that a portion of the \$500,000 that is being appropriated to hire fiscal consultants, be made available to hire academic consultants to review and assist with the development of the plan for a 21st Century South Carolina State University. This we must do if we seek to structure a competitive future for South Carolina State University.

Sincerely,



William Small, Jr., Chairman
SC State University Board of Trustees

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c: SC State Board of Trustees
President Thomas Elzey