

MINUTES OF MEETING  
OF  
SOUTH CAROLINA COMMISSION ON HIGHER EDUCATION

January 6, 1983  
10:30 a.m. - 1:50 p.m.

MEMBERS PRESENT

Dr. James E. Bostic, Jr., Chairman  
Dr. Willa J. DeWitt  
Mr. Robert C. Gallagher  
Mr. Roosevelt Gilliam, Jr.  
Mr. Robert E. Graham  
Mr. Harold W. Jacobs  
Dr. Alba M. Lewis  
Mr. Joseph O. Rogers, Jr.  
Mr. Fred R. Sheheen  
Mr. Mortimer F. Smith  
Mrs. Nanette H. Smyth  
Mr. C. Otis Taylor, Jr.  
Mrs. Nelle H. Taylor  
Mr. Robert L. Utsey, Jr.  
Dr. Hugh H. Wells  
Dr. Robert F. Williams  
Mr. Robert L. Wynn III

MEMBER ABSENT

Dr. Louis D. Wright, Jr.

MEMBERS OF THE PRESS

Ms. Stacy Allison  
Ms. Camille Bradford  
Mr. Dale Burgiss  
Ms. Debbie Conrad  
Mr. Lou Fontana  
Ms. Melissa Herring  
Mr. John Norton  
Mr. Frank Sales  
Ms. Sally Saunders  
Ms. Nina Szlasberg  
Mr. Rick Weston

GUESTS

Dr. Robert E. Alexander  
Mr. Jack C. Anderson, Jr.  
Dr. Diana J. Ashworth  
Mr. Melvin E. Barnette  
Dr. Joseph J. Benich, Jr.  
Dr. Francis T. Borkowski  
Dr. Carl A. Carpenter  
Mr. William T. Cordray  
Dr. John J. Duffy  
Ms. Mary Eaddy  
Ms. Patrice Gilliam  
Dr. Roosevelt Gilliam III  
Mr. Wade Green  
Mr. John Gregory  
Maj. Gen. James A. Grimsley, Jr.  
Dr. H. M. Holderfield  
Mr. Hans Knoop  
Dr. Carolyn McIver  
Mr. J. Lacy McLean  
Dr. George M. Reeves  
Mr. David P. Rinker  
Dr. Arnold E. Schwartz  
Mr. Wyman D. Shealy  
Dr. W. Allen Smith, Jr.  
Mr. Hugh T. Stoddard, Sr.  
Dr. Glenn G. Thomas  
Mr. William E. Troublefield

STAFF

Dr. Howard R. Boozer  
Mr. Charles A. Brooks, Jr.  
Dr. George P. Fulton  
Dr. Frank E. Kinard  
Mr. Alan S. Krech  
Mr. Cannon R. Mayes  
Mrs. Lynn W. Metcalf  
Dr. James A. Paschal  
Ms. Julie Roper  
Ms. Alvena M. Smarr  
Mr. James L. Solomon, Jr.  
Dr. John C. Sutusky  
Mrs. Gaylon Syrett  
Mrs. Carol D. Waldo

I. Approval of Minutes of Meeting of November 4, 1982

It was moved (N. Taylor), seconded (Smyth), and voted that the minutes of the meeting of November 4, 1982, be approved as written.

## II. Deferral of Election of Officers for 1983

It was moved (Williams), seconded (Smyth), and voted that the election of officers for 1983 be deferred to the February 3, 1983, meeting of the Commission.

## III. Report of Committee on Business and Finance

Mr. Gallager, chairman of the Committee on Business and Finance, presented a summary of the Budget and Control Board allocations for 1983-84 to the public colleges and universities and the Commission on Higher Education. Included in the allocation to the Commission were (1) funds for the third year implementation of the State Desegregation Plan, and (2) funds for equipment enhancement to be distributed by the Commission when matched by the respective institutions from private funds.

## IV. Report of Committee on Academic Affairs

Mr. Sheheen, chairman of the Committee on Academic Affairs, reported on the following matters:

a. Consideration of Reduction-in-Force Policies of USC-Aiken, USC-Coastal Carolina, USC-Spartanburg, and USC Two-year Campuses. In January, 1981, the State Personnel Division adopted new regulations directing public colleges and universities to develop written guidelines governing any proposed reductions in force of faculty and other unclassified employees, with the further requirement that such policies be approved by the State Personnel Division and the Commission on Higher Education. By December, 1981, RIF policies had been approved by both agencies for all institutions except the USC branch campuses. Proposed policies for USC-Aiken, USC-Coastal Carolina, USC-Spartanburg, and USC's five two-year campuses were submitted jointly to the State Personnel Division and the Commission on November 12, 1982, and were considered by the Committee on Academic Affairs on November 19. The Committee concurred with the State Personnel Division in recommending that the proposed policies be approved. It was moved (Sheheen), seconded (Lewis), and voted that the recommendation of the Committee be adopted.

b. Consideration of Suggestion that the Commission Recommend Termination of Unaccredited Degree Programs in Business. Among the cost-saving suggestions submitted to the Commission in October, 1982, and referred to the Committee on Academic Affairs for further study was the following: "Re-evaluate recent Commission action on business administration programs and terminate those not professionally accredited by the American Assembly of Collegiate Schools of Business (AACSB)." In accord with the provisions of the Master Plan, programs in business were reviewed by a panel of out-of-State consultants in Spring, 1982. Based on the report of the consultants, the Commission concurred with the recommendations of the Committee on Academic Affairs on September 9, 1982, that, among other things, all existing degree programs in business in the public colleges and universities be continued, and that all such institutions offering graduate and undergraduate programs in business seek accreditation by the AACSB, or have such programs meet the substantive Standards of that agency, and that each institution report its progress in meeting this recommendation to the Commission by May 1, 1984.

The Committee has reviewed this recommendation and recommends that it be reaffirmed. It was moved (Sheheen), seconded (Smyth), and voted that the recommendation of the Committee be adopted.

d. Consideration of Suggestion that the Commission Recommend Merger of the Two Systems of Two-year Colleges in South Carolina and Proposal for Study of Desirability of Structural Changes in the Higher Education System in South Carolina. Mr. Sheheen suggested, and it was agreed, that these two matters be discussed together. At its November, 1982, meeting the Commission approved a schedule of studies to be completed by the Committee on Academic Affairs concerning suggestions for reorganization and refinement of the higher education system in the State submitted pursuant to directions of the Budget and Control Board for reductions in budgets. Among those proposals was the combination of both two-year systems (the technical colleges and the USC two-year branches) into a single two-year system. Mr. Sheheen reported that after meetings with representatives from USC and the technical education system and examination of professional literature concerning the subject, the Committee believed that the advantages of a single system of comprehensive community colleges would include:

1. A superior educational and training program for students, with a wider choice of options and careers within a single institutional framework.
2. Substantial savings in operating expenditures and costs of capital facilities for the State and its taxpayers.
3. Maintenance of a strong and flexible program of service to industry with mutually supportive offerings for immediate employment or transfer.
4. Elimination of competition for students between two competing systems at the two-year level.

The Committee noted the following concerns regarding the creation of a single system by merger of the two existing systems:

1. The relationships of localities to existing institutions, including the perception by localities of a prestige that accrues to the locality by reason of the existence of a University branch within the community;
2. The concern that a comprehensive institution may not be as sensitive to the needs of industry as the existing separate technical education system;
3. Internal problems inherent in any merger of any two institutions of any kind, including the problems that are peculiar to the merger of educational institutions; and
4. The history of prior efforts to accomplish a reorganization of the first two years of postsecondary public education in South Carolina.

After consideration of the advantages, both educational and economic, of a comprehensive system of community colleges, the Committee concluded that:

1. A single system of two-year postsecondary education, with strong emphasis on the quality and availability of general, technical, and vocational education, would best meet the needs of South Carolina, and should be regarded as the ultimate goal for reorganization of two-year postsecondary education in South Carolina.

2. Because of the very complex nature of a complete merger of all of the two-year University branches with the technical education system, the Committee judges that it would be imprudent to attempt such a complete merger at one time or within a very short span of time.
3. The merger of a single technical college and a single two-year University branch should be initiated as a pilot project. The institutions chosen for this initial effort should be those which, among the two-year institutions in the State, can be merged with the least difficulty and with the greatest potential for financial savings to the taxpayers of the State.

The Committee recommends the following:

1. that legislation be enacted creating a new single commission for public postsecondary education in the Sumter area to replace the Sumter County Commission for Higher Education and the Sumter Area Technical Education Commission;
2. that USC-Sumter be merged with Sumter Area Technical College under the State Board for Technical and Comprehensive Education;
3. that during the transition in Sumter and for two years thereafter, no further action should be taken to merge, close, or otherwise alter the structure or governance of any two-year public institution in the State unless requested by its governing body or the local community. Rather, USC-Beaufort, USC-Lancaster, USC-Salkehatchie, and USC-Union should be maintained at maximum strength, looking toward the future when they may realize the benefits of having comprehensive offerings within one institution.

Mr. Jacobs noted that he proposed on November 4, 1982, that the Commission undertake an in-depth study of the cost effectiveness of the entire higher education system. He suggested that the Commission consider implementing a study restricted to the area of two-year education and broadening it to other areas as resources permit.

Mr. Taylor disagreed with the conclusions of the Committee. In his view, merging two-year programs into a single two-year system would create additional costs to the State and would shift the mission of the technical colleges away from technical and vocational training. He noted that the Committee on Facilities does not believe that such a merger would bring about more efficient utilization of space. Mr. Graham agreed, and stated that in his opinion the community college concept would not best meet the needs of South Carolina.

Mr. Utsey stated, and Mrs. Smyth concurred, that the merger of a single technical college and a single two-year university branch should be initiated as a pilot project. Mrs. Smyth stated that in her opinion a pilot project would have more worth than a study.

Mr. Jacobs stated that such a merger would de-emphasize the mission of the technical colleges. Mr. Sheheen stated that all these questions were discussed by the Committee.

Mr. Jacobs stated that none of the previous studies made by the Commission addressed the economic aspects of two-year education. He noted that he has been assured that the Governor's Office will assist the Commission in securing funding for such a study.

Dr. Williams stated that a study would provide guidance as to whether or not the mission of technical colleges should be altered. Dr. Wells stated that the Commission should be concerned about cost containment in the higher education system.

In response to a question by Mr. Gallager, Mr. Wyman D. Shealy of the State Board for Technical and Comprehensive Education stated that SETCE and the 16 technical colleges have considered the recommendations of the Committee and believe that implementation of the recommendations would not be in the best interests of the State.

At the invitation of the Chairman, Dr. Francis T. Borkowski, USC Provost, stated that good cooperation and coordination presently exist between the two-year systems.

Mr. Wynn stated that in his view another study might not answer all of the questions, whereas a pilot project, such as the proposed merger of institutions in Sumter, would provide the Commission an opportunity to observe all the ramifications of developing a community college system in South Carolina.

It was moved (Sheheen) and seconded (Smyth) that the recommendations of the Committee be adopted. The motion was disapproved with 10 negative and six affirmative votes.

It was moved (Jacobs) and seconded (Williams) that the Commission, contingent upon the acquisition of necessary funds, authorize a comprehensive study of the costs of maintaining a dual system of two-year education in South Carolina, to be done by a major accounting firm augmented by educational consultants. Dr. Lewis suggested that other factors, such as projected manpower demands of South Carolina, be considered in such a study. Mr. Jacobs stated that the study should be primarily concerned with cost effectiveness. Mr. Rogers suggested that Mr. Jacobs withdraw the motion, prepare parameters and other details of the proposed study, and resubmit the proposal.

A substitute motion was made (N. Taylor) and seconded (Wynn) that Mr. Jacobs submit a more detailed proposal and definition of the study to the Executive Committee for a recommendation to be considered by the Commission at its February 3, 1983, meeting. The substitute motion was adopted with 11 affirmative and four negative votes.

Mr. Sheheen noted that the Committee on Academic Affairs had been directed to make recommendations on a specific suggestion that USC-Union and USC-Salkehatchie, two-year campuses of USC, be closed. It was moved (Sheheen) and seconded (Gallager) that Recommendation 3, stated above, be amended to indicate that USC-Sumter, USC-Beaufort, USC-Lancaster, USC-Salkehatchie, and USC-Union should be maintained at maximum strength until further consideration of the two-year system by the Commission on Higher Education. The motion was adopted with 10 affirmative and four negative votes.

It was moved (Wells) and seconded (Smith) that the Council of Presidents of Public colleges and Universities be requested to evaluate cost-containment concerning duplication of programs. Maj. Gen. James A. Grimsley, Jr., chairman of the Council of Presidents, stated that the Council has no mechanism for initiating such a study. The motion was amended (Sheheen) that the matter be referred to the Executive Committee. The amended motion was adopted.

V. Report of Committee on Facilities

Mr. Taylor, chairman of the Committee on Facilities, reported on the following matters:

a. Ratification of Changes in CHE Recommendations Concerning 1982-83 Permanent Improvement Requests. Mr. Taylor reported that it is the practice of the Committee on Facilities to accede to requests by institutions for hearings on its actions, and to recommend changes where warranted by the results of such hearings. Following Commission action on November 4, 1982, concerning the Committee's recommendations on 1983 capital improvement requests, the College of Charleston and the State Board for Technical and Comprehensive Education requested a hearing before the Committee. As a result, the Committee recommends the following changes in its report on 1983 capital improvement requests as adopted on November 4, 1982:

1. that the Midlands Technical College (Airport Campus) Classroom/LR/Student Center Project (page 26 of the report) be recommended for funding with a priority rank of seven, and that all other SBTCE projects be deferred; thus priority seven would be changed to read as follows:

Midlands Technical College, Classroom/Learning Resource Center/Student Center, \$3,968,000; \$992,000 Local

This project will provide desperately needed space for Classroom/Learning Resource Center and Student Center on the Airport Campus to replace space in converted World War II barracks which cannot be renovated. Additional operating costs, \$90,000 (p. I-273); and

Projects currently ranked 7, 12, and 14 would be recommended for deferral and moved to Part IV(B) of the report.

2. that the College of Charleston ground floor library wing project (page 17) and science center project (page 17) be combined with the project currently ranked number four (page 4); thus priority four would be changed to read:

College of Charleston, Renovation of Facilities (67), \$5,700,000

This project will replace the slate roofs on Randolph Hall, Towell Library, the Sottile House and 67 George Street (\$185,000); provide renovation and conversion of Towell Library (\$305,000); and will renovate the Ground Floor Library Wing (\$210,000) to provide stack space by removing walls. No additional operating costs (pp. I-122, 123). This project (\$5,000,000) will also provide the addition of science classroom and laboratory space desperately needed to meet the requirements of students currently enrolled. Additional annual operating costs, \$70,000 (pp. I-117, 118).

Commission members approved, by mail ballot, the recommendations of the Committee. It was moved (O. Taylor), seconded (Smith), and voted that the approval be ratified. Dr. Boozer noted that copies of the Commission's recommendations, as submitted to the Budget and Control Board, would be forwarded soon to CHE members.

b. Progress Report on Proposal for Making Institutions Responsible for Maintenance and Renovation of Facilities. Mr. Taylor reported that the Committee on Facilities has developed a draft proposal for making institutions responsible

for all maintenance, renovation, and repairs of their physical facilities. The draft proposes that a portion of an institution's tuition fees and the funds generated through the formula for physical plant maintenance be used solely for the purpose of maintenance and upkeep of the physical plant. The Committee believes that this approach would result in more funds being available to an institution for maintaining its facilities. It would also simplify procedures for accomplishing renovations and repairs.

Mr. Taylor reported that the Committee is soliciting responses from the institutions concerning the draft proposal and will develop recommendations for consideration by the Commission on February 3, 1983.

VI. Report of Committee on Implementation of the State Desegregation Plan

Recommended Response to the Joint Legislative Committee's Request for Commission Recommendations for a Permanent Solution to the Trustee Issue. Mr. Gilliam, chairman of the Committee on Implementation of the State Desegregation Plan, reported that the Commission was requested by the Joint Legislative Committee on Trustee Legislation to submit its proposal for "permanent rather than interim measures" to increase minority representation on public college and university governing boards. In response to that request, the Committee on Implementation of the State Desegregation Plan recommends that proposed legislation based on Appendix K of The South Carolina Plan for Equity and Equal Opportunity be transmitted to the Joint Legislative Committee. It was moved (Gilliam), seconded (O. Taylor), and voted that the recommendation of the Committee be adopted. The Commission's response, as adopted, is attached as Exhibit A.

VII. Report of the Executive Director

a. Staff Appointment. Dr. Boozer reported that Ms. Alvena M. Smarr has been appointed Coordinator of the State Desegregation Plan on the staff of the Commission. Formerly Director of Research of the Senate Education Committee, Ms. Smarr has also worked for the Legislative Audit Council, has administered federally funded education programs, and has held teaching positions in the public schools in Maryland, North Carolina, Virginia, and South Carolina. She is a graduate of Appalachian State University (B.S., 1965; M.A., 1968) and is a doctoral candidate in Educational Research and Evaluation at the University of South Carolina.

b. Parking Spaces for Commission Meetings. Dr. Boozer noted that parking spaces have been made available to members of the Commission on regular Commission meeting dates in the Masonic Lodge parking lot near the Rutledge Building. He suggested that Commission members might wish to write to Mr. H. Dwight McAlister, Grand Secretary of the Grand Lodge of Free Masons of South Carolina, to express their appreciation for his generosity and assistance. It was moved (Wells), seconded (Williams), and voted that the Commission express appreciation to Mr. McAlister for extending this courtesy to the Commission. Mr. Gilliam suggested that the Commission also express appreciation to President Holderman for providing parking spaces for members of the Commission and its committees on the USC campus from time to time.

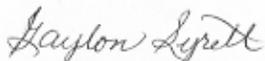
VIII. Other Business

Dr. Bostic noted that the cost of meetings of the Commission and of its standing committees has risen 9% in the past year. He urged that committee meetings be scheduled in conjunction with Commission meetings where possible.

It was moved (N. Taylor), seconded (Utsey), and voted that Mr. Arthur D. Tai, a graduate of USC, be commended for his outstanding achievement in recently being named a Rhodes Scholar.

The meeting was adjourned at 1:50 p.m.

Respectfully submitted,



Gaylon Syrett  
Recording Secretary