

MINUTES OF MEETING  
OF  
SOUTH CAROLINA COMMISSION ON HIGHER EDUCATION

November 4, 1982  
10:30 a.m. - 2:05 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  
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

MEMBERS ABSENT

Dr. Alba M. Lewis  
Mr. Joseph O. Rogers, Jr.  
Dr. Louis D. Wright, Jr.

MEMBERS OF THE PRESS

Ms. Shiela Allee  
Mr. Stacy Allison  
Mr. Joe Cumbie  
Mr. Lou Fontana  
Mr. Warren Grant  
Mr. Reggie Hall  
Ms. Melissa Herring  
Mr. John Norton  
Ms. Charlene Porter  
Mr. Frank Sayles  
Mr. Gary Todd  
Ms. Leslie Wheeler

GUESTS

Mr. Richard L. Baskerville  
Dr. Francis T. Borkowski  
Dr. Carl A. Carpenter  
Mr. William C. Casper  
Dr. Marianna W. Davis  
Mr. Steve Elliott  
Dr. Vernon Gettone  
Mr. George A. Gibson  
Dr. O. Joseph Harm  
Dr. H. M. Holderfield  
Mr. Hans Knoop  
Dr. Carolyn McIver  
Mr. J. Lacy McLean  
Dr. W. David Maxwell  
Dr. William C. Moran  
Mr. John Nason  
Dr. James Ronald Quinn  
Dr. James T. Ramey, Jr.  
Dr. George M. Reeves  
Dr. Isaiah Reid  
Mr. David P. Rinker  
Ms. Alvena Smarr  
Dr. Walter D. Smith  
Dr. Glenn G. Thomas  
Dr. Winona B. Vernberg  
Dr. Harriet Williams

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 Metcalf  
Dr. James A. Paschal  
Ms. Julie Roper  
Mr. James L. Solomon, Jr.  
Dr. John C. Sutusky  
Mrs. Gaylon Syrett

I. Approval of Minutes of Meeting of October 7, 1982

It was moved (Wells), seconded (DeWitt), and voted that the minutes of the meeting of October 7, 1982, be approved as written.

Dr. Bostic congratulated Dr. DeWitt on the recent completion of her doctorate at the University of South Carolina.

## II. Report of Committee on Academic Affairs

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

a. Ed.D. and Ed.S. in Educational Administration, South Carolina State College. As included in the South Carolina Plan for Equity and Equal Opportunity in the Public Colleges and Universities, South Carolina State College proposes to implement, in August, 1983, programs leading to the Ed.D. and Ed.S. degrees in educational administration. The only doctoral programs in this specialty currently offered in the State are those at USC-Columbia. In accord with the provisions of the State Desegregation Plan, it is proposed that USC-Columbia will discontinue admission of new degree candidates to its Ed.D. programs in educational administration effective with implementation of the program at South Carolina State College. USC will retain its Ph.D. program in educational administration as well as its other existing programs leading to the Ed.D. in special education, curriculum and instruction, health education administration, and student services. USC will continue to offer its Ed.S. in educational administration, and the same program is also available at a number of other institutions in the State.

The Committee recommends that the proposed program be approved for implementation in August, 1983, provided that for FY 1982-83 and 1983-84 no "unique cost" funds will be required or requested, that for FY 1984-85 and FY 1985-86 additional expenditures necessary will be met by normal appropriations supplemented by Desegregation Plan funds as may be necessary; and provided further that for FY 1986-87 and subsequent years no "unique cost" or Desegregation Plan funds will be required or requested. It was moved (Sheheen) and seconded (Smyth) that the recommendation of the Committee be approved. The motion was adopted.

b. Ph.D. in Physical Education, USC-Columbia. USC-Columbia proposes to implement in fall, 1983, a new program leading to the Ph.D. in physical education with areas of specialization in exercise physiology and motor behavior. The Committee recommends that the program be approved for implementation in August, 1983, provided that no "unique cost" funds will be required or requested. It was moved (Sheheen), seconded (Jacobs), and voted that the recommendation of the Committee be adopted.

c. B.S. in Computer Science, Francis Marion College. The Committee recommends that the program be approved for implementation in January, 1983, provided that no "unique cost" funds will be required or requested. It was moved (Sheheen), seconded (N. Taylor), and voted that the recommendation of the Committee be adopted.

d. Report on Annual Evaluation of Two-Year Programs in Public Institutions. Mr. Sheheen reported that data on enrollments, graduates, and placements are collected annually for all programs leading to the associate degree which have been in existence for three or more years. During the spring and summer of 1982, 269 active associate degree programs in 28 institutions were evaluated. Twelve additional programs remained in suspended status from the previous year, and three of 11 programs which had not been implemented were cancelled or suspended. Information on programs suspended or cancelled this year and programs currently under a second or third year of suspension, and summary data on the status of the 269 active programs evaluated this year, are attached as Exhibit A.

Mr. Sheheen noted that programs which fail to meet the specified standards must be suspended or cancelled unless their continuation or continuation on probation is justified in writing. No program may be continued on probation or remain under suspension for more than three years. The Committee recommends that the report be approved, including the actions summarized therein, and that instructions for next year's annual evaluation be modified to indicate that the "Continued Justified" category be limited to programs which are not expected to meet criteria for continuation within three years but which can still be justified for other appropriate reasons. It was moved (Sheheen), seconded (Jacobs), and voted that the recommendation of the Committee be adopted.

e. Report on National Evaluation of Doctoral Programs. Mr. Sheheen reported that a national survey of the quality of doctoral degree programs was initiated in 1981 by the Conference Board of Associated Research Councils. When the survey is completed later this year, it will cover 32 disciplines. Results on the first six disciplines -- chemistry, computer science, geoscience, mathematics, physics, and statistics -- have been published. It was noted that ratings given for improvement in the past five years for rated programs at Clemson (chemistry and mathematics) and USC-Columbia (chemistry, geology, mathematics, and physics) exceed the national average.

The Committee recommends that Clemson University and the University of South Carolina be commended for the continued improvement being shown in doctoral programs in mathematics and the physical and geological sciences. It was moved (Sheheen), seconded (Smyth), and voted that the recommendation of the Committee be adopted.

f. Consideration of Matters Referred to the Committee (October 7, 1982).

(1) Proposed Schedule for Special Studies. Mr. Sheheen reported that several of the 26 suggested options considered by the Commission at its joint committee meetings on October 1, 1982, were referred on October 7 to the Committee on Academic Affairs for further study. At its meeting on October 21, 1982, the Committee considered an appropriate schedule for study of these matters. It was moved (Sheheen), seconded (Smith), and voted that the proposed schedule be approved. The schedule is attached as Exhibit B.

(2) Proposed Moratorium on New Programs. One of the 26 "cost-saving" options suggested for consideration by the Commission's joint committees on October 1 was to "impose a moratorium on all new programs except those included in the State Desegregation Plan." The Committee believes that the imposition of an unlimited moratorium on all program approval would not take into account legitimate needs of the institutions to develop new programs from time to time to meet societal needs within their respective missions. The Committee noted that such restrictions might be especially damaging to South Carolina's relatively new and developing higher education system. Mr. Sheheen stated that the financial difficulties of the past several years have forced some institutions to re-examine their own offerings, and the Commission will continue its process of reviewing all programs by discipline in the public institutions. The Committee recommends that the proposed moratorium be disapproved. It was moved (Sheheen), seconded (Smith), and voted that the recommendation of the Committee be adopted.

(3) Proposal that the Commission Reconsider Approval of Master's Degree in Accountancy at Clemson. Among the 26 "cost-saving" suggestions for consideration by the Commission's joint committees on October 1 was that the Commission "reconsider the recently approved master's degree in professional accountancy at Clemson."

The Committee recommends that the Commission's prior approval of this program be reaffirmed. It was moved (Sheheen), seconded (Williams), and voted that the recommendation of the Committee be adopted.

(4) Consideration of Resolution Concerning College Parallel Programs in SBTCE Institutions. In its September 28, 1982, "Resolution for Budget and Control Board's Consideration on TEC Allocation" for 1983-84, the Board requested that SBTCE consider among other things, "reductions and/or elimination of non-critical programs and services, with particular emphasis on college transfer courses in the Associate and Arts and Associate in Science degrees." The Committees on Academic Affairs, Business and Finance, and Health and Medical Education recommended on October 1, 1982, that the Commission endorse a resolution recommending that college parallel programs designed for transfer to senior colleges and universities at seven technical colleges (Chesterfield-Marlboro, Greenville, Midlands, Tri-County, Trident, Williamsburg, and York) be continued. Consideration of the recommendation was deferred to the November 4 meeting of the Commission. The Committee on Academic Affairs recommends that the "Proposed Resolution" (Exhibit C) be approved. It was moved (Sheheen), seconded (Smyth), and voted that the recommendation of the Committee be adopted.

Dr. Bostic noted that another suggested option discussed on October 1 was that the Harbison Campus of Midlands Technical College and the Palmer Campus of Trident Technical College be closed. He requested that the matter be referred to the Committee on Academic Affairs, with the assistance of the Committee on Facilities, for a report to the Commission on December 2, 1982, if possible.

Dr. Bostic noted that the "Recommended Budget Adjustments, Fiscal Year 1983-84," adopted by the Budget and Control Board on September 14, 1982, directed the State Board for Technical and Comprehensive Education to make reductions totaling \$1.1 million in "College Parallel Courses." In its September 28 Resolution concerning the SBTCE 1983-84 allocation (also referred to above), the Budget and Control Board clarified its intent concerning the SBTCE targeted reductions and increases for 1983-84. SBTCE has adopted a plan responding to the general intent of the Budget and Control Board Resolution. Dr. Bostic requested that the Committee on Academic Affairs review this plan and submit a recommendation, if appropriate, to the full Commission at a later date.

### III. Report of Committee on Business and Finance

a. Ratification of Telephone Poll of October 14, 1982. Mr. Gallagher, chairman of the Committee on Business and Finance, stated that the Budget and Control Board requested on October 12, 1982, that the Commission reconsider its recommendations for reductions and increases in the 1983-84 budgets of the public colleges and universities, and report its conclusions to the Board on October 14. Commission members endorsed a statement by the Chairman concerning the Commission's recommendations, which was transmitted to the Budget and Control Board on October 14 and presented by Dr. Bostic at the meeting of the Board on October 15. The Committee on Business and Finance recommends that the Commission's endorsement of Dr. Bostic's statement be ratified by the full Commission for the record. It was moved (Gallagher), seconded (N. Taylor), and voted that the recommendation of the Committee be adopted.

b. Budget and Control Board Resolution on Higher Education. Mr. Gallagher reported that the Budget and Control Board adopted a "Resolution on Higher Education" on November 3, 1982 (Exhibit D), recommending that the colleges and universities submit to the Commission by January 15, 1983, "plans to meet the

high technology needs of South Carolina by reordering their internal priorities within existing budgets." The Resolution further recommends that the Commission review the plans and report its recommendations to the House Ways and Means Committee and the Budget and Control Board.

c. Response Concerning Letters from President Atchley and President Holderman. Mr. Gallagher noted that Commission members were provided copies of a memorandum to members of the Budget and Control Board from President Atchley, and a letter to Senator Rembert C. Dennis from President Holderman concerning recommended budget reductions for 1983-84. It was moved (Gallagher) and seconded (Gilliam) that the Chairman be authorized to respond to the Budget and Control Board concerning the letter and memorandum and to reiterate the Commission's policies that were addressed by President Atchley and President Holderman. Mr. Taylor suggested that Dr. Bostic respond directly, without formal Commission action. Dr. Bostic indicated that he will do so.

### III. Report of Committee on Facilities

Consideration of Permanent Improvement Requests for 1983. Mr. Taylor, chairman of the Committee on Facilities, made a slide presentation with reference to permanent improvement requests for 1983. He reported that during July, 1982, 29 public colleges and universities submitted 122 requests totaling more than \$200 million. The Committee reviewed each request and its supporting documentation and, during July, August, and September, 1982, visited each campus from which requests were received. The following factors were considered:

- (1) the condition of existing facilities as described in the Building Quality Survey,
- (2) the projected 1983 debt services on outstanding Capital Improvement Bonds,
- (3) the projected steady state of postsecondary enrollment through 1990,
- (4) the number of projects in the previous Bond Acts that are on hold pending the issuance of additional Capital Improvement Bonds,
- (5) the additional annual operating costs associated with the new construction requested,
- (6) the current and projected economic conditions, and
- (7) future studies by the Commission on Higher Education.

The Committee concluded that:

- (1) renovations to return existing facilities to a satisfactory standard, to redesign non-functional space for functional use, and to improve the efficiency of energy usage should be the number one priority for Capital Improvement Bond funding in 1983;
- (2) means must be devised by which individual institutions can assume full authority and responsibility for the maintenance, upkeep and minor renovation of all of its existing facilities;
- (3) proposed projects judged to be needed which are to be constructed with other than State funds should be given priority consideration;
- (4) proposed new construction judged to be needed which is to be funded with revenue bonds should be given consideration;
- (5) proposed new construction judged to be needed which is to be funded with Capital Improvement Bonds must be deferred pending an improvement in economy, and the completion of future studies by the Commission on possible program shifts and limiting undergraduate enrollment growth, and
- (6) proposed dormitory projects at Clemson University, College of Charleston, Lander College, and South Carolina State College, as well as renovation projects at

USC-Union and USC-Salkehatchie must be deferred pending Commission action on the studies referenced in (5) above.

Mr. Taylor stated that as a result of its deliberations the Committee's recommendations, as set forth in the Committee's report, are:

- (1) that renovation projects be approved in the priority order listed in Part I,
- (2) that projects to be constructed with other than State funds be approved as recommended in Part II,
- (3) that projects to be constructed with revenue bonds be approved as recommended in Part III, and
- (4) that projects listed in Part IV be deferred pending the approval of projects listed in Parts I, II, and III.

It was moved (O. Taylor) and seconded (Smith) that the recommendations of the Committee be approved. Mr. Sheheen asked if any institutions use tuition funds (Institution Bonds) for operational purposes. Mr. Taylor stated that these funds are set aside for debt service; when excess tuition funds exist, however, the Budget and Control Board has the authority to permit them to be used for operational purposes. Mr. Sheheen suggested that the Committee review this practice. Dr. Bostic indicated that he will ask the Committee to report on the matter. The motion was adopted. The full report of the Committee is on file at the office of the Commission.

Mr. Jacobs expressed concern with respect to two matters related to facilities: (1) A proviso in the 1981 Bond Act stated that if surplus institutional bond debt service funds are available while capital improvement projects are outstanding, the institutional funds must be used before drawing on capital improvement funds. Financial officers from the institutions have indicated that this practice places severe constraints on the operation and maintenance of the plants. He stated that in his opinion this matter should be addressed by the Committee on Legislative Relations and an effort should be made to obtain relief through the General Assembly. (2) Another problem, in his opinion, is the time-consuming review procedure required for capital improvement projects. He stated that the Joint Bond Review Committee has added another step to the procedure, causing further delays in funding such projects. He expressed the view that if the Joint Bond Review Committee disapproves funds that have already been appropriated, the Commission should seek an opinion from the Attorney General as to the constitutionality of the action.

#### IV. Report of Committee on Implementation of the State Desegregation Plan

Consideration of Report of Ad Hoc Committee on Minority Representation on Governing Boards. Mr. Gilliam, chairman of the Committee on Implementation of the State Desegregation Plan, reported that, in keeping with its responsibilities for monitoring the implementation of the Desegregation Plan, the Commission adopted a position paper on July 26, 1982, authorizing the establishment of an Ad Hoc Committee to develop proposed legislation to ensure minority representation on each institutional governing board. The position paper specified that the proposed legislation be presented to the Commission and forwarded with Commission comments to the Joint Senate/House Committee on Trustee Legislation that was established to address this issue. The Ad Hoc Committee, chaired by Mr. R. Markley Dennis, Chairman of the USC Board of Trustees, met on August 24 and September 22, 1982, and drafted proposed legislation. The Implementation Committee considered the recommendations of the Ad Hoc Committee in view of the State's commitments in

the Desegregation Plan and the position of the Commission on minority representation on institutional governing boards as set forth in the South Carolina Master Plan for Higher Education. The advice of the Attorney General's Office was obtained with reference to certain legal aspects of the proposed legislation.

The Implementation Committee recommends that the Commission forward the recommendations of the Ad Hoc Committee to the Joint Senate/House Committee on Trustee Legislation, with the comments set forth below:

"The State Desegregation Plan commits South Carolina to the goal of increasing minority representation on the governing boards of all public colleges and universities. The State's position on this subject is clearly stated in the South Carolina Master Plan for Higher Education, where the Commission recommended 'that legislation be enacted to provide for the equitable representation of women and minorities on all governing boards of the public postsecondary institutions.' As a means for addressing this issue, the Commission endorses and favors the approach adopted by the Blue Ribbon Steering Committee that provided policy guidance in the development of the State Desegregation Plan.

"However, the legislation proposed by the Ad Hoc Committee, with minor modifications, would provide an important beginning toward achievement of the goal of equitable minority representation on governing boards. The Commission on Higher Education respectfully requests that the Joint Senate/House Committee on Trustee Legislation, in considering the legislation concerning The Citadel proposed by the Ad Hoc Committee, strike the phrase, 'who shall be graduates of said college,' which appears on line 7 of the first paragraph; and strike the word 'broadly' wherever it appears.

"The Commission also recommends that the proposed legislation be enacted as an interim measure only, pending the development of further amendments that would provide for more equitable representation of minorities on governing boards, and that the General Assembly enact such additional legislation by the end of the 1984 Legislative Year."

It was moved (Gilliam) and seconded (DeWitt) that the recommendations of the Committee be adopted. Mr. Taylor asked why the Committee recommends striking the phrase, "who shall be graduates of said college," with reference to The Citadel. Mr. Sheheen stated that the Committee believes that any taxpayer in the State should be eligible for appointment to the governing board of a tax-supported institution. The motion was amended (O. Taylor) and seconded (Gallager) that the second sentence in the second paragraph of the Implementation Committee's comments quoted above be amended to read: "The Commission on Higher Education respectfully requests that the Joint Senate/House Committee on Trustee Legislation, in considering the legislation, strike the word 'broadly' wherever it appears." Mr. Gilliam stated that the proposal would be substantially weakened by such an amendment. The amended motion was disapproved. The motion to approve the recommendations of the Committee was adopted. Mr. Gallager and Mr. Gilliam opposed. The proposed legislation is on file at the office of the Commission.

#### V. Progress Report on Implementation of the Master Plan

Mr. Jacobs, chairman of the ad hoc committee appointed to review progress to date in implementing the South Carolina Master Plan for Higher Education, stated that the report of the committee was transmitted to members of the Commission on October 26, 1982. The report summarizes those recommendations or Commission actions that have been implemented, those on which action has been initiated, and those on which no action has been taken. The Committee recommends that the matters dealt

with in the report be referred to the appropriate standing committees for study, action, or further recommendations to the Commission, as appropriate. The Committee also suggests that the respective standing committees evaluate recommendations on which no action has been taken and initiate action where needed. Dr. Bostic expressed appreciation to the members of the ad hoc committee (Mr. Jacobs, Dr. Lewis, and Mrs. Smyth) for their efforts in reviewing the implementation of the Master Plan. Mrs. Smyth thanked the members of the staff who worked with the Committee in the preparation of the report.

In response to a question by Mr. Sheheen concerning the annual planning cycle and review of the Master Plan, Dr. Bostic indicated that he will provide a proposed schedule for reports by the standing committees on the various items, with the intention that when the committees have completed their studies and made recommendations the Commission will draft a report and give Commission members an opportunity to expand or revise it and make recommendations.

Mr. Jacobs stated that, in view of the State's financial condition and the hardships on higher education caused by budget reductions, he believes it is incumbent on the Commission to have an in-depth, comprehensive study made, by out-of-State consultants, of the entire higher education system that would analyze cost effectiveness weighed against excellence of education. Such a plan for ensuring major gains for the dollars expended could then be submitted to the General Assembly as a recommendation for restructuring higher education in the State.

Mr. Taylor noted that the Master Plan contains a review mechanism. He suggested that outside consultants be used only if the expertise is not available within the Commission's committee structure. Mr. Jacobs stated that the evaluation should include such questions as the cost effectiveness of consolidating the technical colleges with the two-year branches of USC, the overlapping roles of the medical schools, and the possibility of centers of excellence. It was moved (Jacobs) and seconded (Smith) that such a study be initiated. The motion was amended (Wynn) and seconded (Gallager) to request that Mr. Jacobs, with the assistance of the staff, develop a description of the study he has in mind, including cost comparisons, if possible, for consideration by the Commission. Mr. Sheheen suggested that the Commission consider the history of the Master Plan and other studies made in the past, including the costs of those studies. Mr. Jacobs stated that no studies have been made concerning the restructuring of the system. The amended motion was adopted.

## VI. Other Business

a. December, 1982, Meeting. Dr. Boozer suggested that, since finances are limited, the Commission hold its December, 1982, meeting in Columbia rather than on the campus of USC-Lancaster as earlier scheduled. He noted that total costs for travel and overnight accommodations are considerably greater when meetings are held in other sections of the State. Dr. Bostic agreed and stated that the Commission will consider in early 1983 whether or not to hold any other on-campus meetings away from Columbia during the remainder of the fiscal year.

b. Request by USC-Columbia. Dr. Francis T. Borkowski, USC Provost, stated that the Commission has commented favorably several times in the past with respect to USC limiting enrollments and increasing the quality of education. He stated that USC-Columbia has limited its enrollment, with the tacit understanding of the Commission, and now is being penalized in terms of funding linked to enrollment. He requested that when the Commission reviews plans to meet the goals set forth by the Governor it consider this problem and make an effort to alleviate the reductions.

The meeting was adjourned at 2:05 p.m.

Respectfully submitted,

*Gaylon Smyth*  
Gaylon Smyth, Recording Secretary