

## **Board of Trustees- Blueprint for Service Excellence**

### **I. Executive Summary**

- A. The strengths of the unit involve clear and reliable communications, organization of Board business, and flexibility and creativity in dealing with major policy issues, the dimensions of which often change very quickly.

For example, in the last 5 years, the Board has elected new officers, there are 10 members of the board who are no longer serving (10 new members to orient and fold into Board processes), major changes in the administration with all persons reporting directly to the Board no longer serving and virtually all major vice presidents and the President himself being new to their responsibilities within the 5 year framework. The Office ran the mechanics of a full blown national Presidential search, which is an enormous undertaking in hours of work and thought, organization, and the highest possible stakes for the future of the institution. We have run the Pharmacy Oversight Board, the preliminary oversight committee for the USC SOM – Greenville, as well as undertaking major changes in the operation of the Board of Visitors, participation in the Special Committee on Athletics, the Capital Design Review Committee and its book of standards, an increased work load for the Buildings and Grounds Committee and the appointment of several Board ad hoc committees.

Serving as a principle participant in the once a decade SACS Reaccreditation process was also a major “additional” responsibility of the Secretary and the staff. During this time the Treasurer has had an important role in the historic and dramatic cuts of state funding to the budget following financial chaos in the state and beginning only 90 days after a new president was in office. The entire initiation, changes, revisions and revitalization of Innovista has a major role for the Board and the Secretariat. More recently there has been participation in system studies and regional campus adjustments in mission and organization and certain defining very important projects such as the establishment of the Palmetto Project with the National Advocacy Center and the ensuing controversial beginnings of the new building for the Moore School of Business.

All of these items are merely exemplary of the role of the Board office in “oiling the wheels” for the major initiatives, projects, problem solving, and future planning of the University (particularly with a role in Focus Carolina).

- B. The weaknesses of the unit and plans to address those have been included in past blueprints; many center around the additional effective use of IT for communications and the development of the Boards’ day-to-day work. Weaknesses and reorganization are being dealt with by a new Secretary of the Board, the previous incumbent having retired after 24 years in the position.
- C. Respectfully, the newly elected Secretary deserves some additional time to address more broadly the specific plans for next year which are actively underway.

II. Dashboard (to be developed and available on June 15, 2012)

III. Goals

- A. Expand the distribution of information to board members in ways not directly related to specific board meetings.

This goal involves establishment of a password protected website accessible to only Board members so that information can be posted timely and efficiently. A staff member will examine and assess similar systems of other major universities to evaluate costs, advantages and disadvantages as discovered by the initiative research.

- B. Enhance computer communications among the board and between the board and the administration.

For the first time in the history of the University it appears that all Board members will have computer access. A survey will be disseminated to assess the communication method preferred by Board members and a system reflecting the wishes of a majority will be implemented.

- C. Enhance administrative preparation by the administration for board meetings and requests.

Participation in Board prep meetings will be expanded with written input requested from key administrators before prep meeting. This will result in more decisions being made in final form during Board prep meetings with fewer deferred for later action.

- D. Continue intensive, private board/administrative communications to enhance and improve clarity and efficiency of the setting of University policy.

The office will continue to refine and operate under current procedure to formally track scores of telefax, e-mail and distribution of written messages. Board satisfaction will be assessed with the timing and receipt of appropriate information.