

(Approved at June 10, 2013 Board of Trustees Meeting)  
**COLLEGE OF CHARLESTON BOARD OF TRUSTEES**  
Randolph Hall Boardroom<sup>1</sup>  
College of Charleston, Charleston, South Carolina  
April 19, 2013  
8:30 a.m.

Presiding:  
Gregory D. Padgett, Chair

Board Members Present: Mr. Donald H. Belk, Mr. John H. Busch, Mrs. Demetria Noisette Clemons, Dr. L. Cherry Daniel, Mr. Frank M. Gadsden, Mr. James F. Hightower, Mr. William D. Johnson, Mrs. Marie M. Land, Mr. G. Lee Mikell, Mr. Lawrence R. Miller, Dr. Toya D. Pound (on conference call until 9:45 a.m.), Mr. Daniel Ravenel, Mr. Jeffrey M. Schilz, and Mr. Joseph F. Thompson, Jr.

Participation by Conference Call: Mrs. Annaliza O. Moorhead and Mr. John B. Wood, Jr.  
Board Members Absent: Mr. J. Philip Bell

Others Present: President George Benson; Drs. Renee Anderson (Campaign Steering Committee), Beverly Diamond (Senior Vice Provost for Academic Affairs), Bob Cape (Senior Vice President/Chief Information Officer), George Hynd (Provost and Executive VP for Academic Affairs), and Brian McGee (Chief of Staff and Senior Policy Advisor); Messrs. Chuck Baker (President, Alumni Association), John Bello-Ogunu (Associate VP/Chief Diversity Officer), Mike Haskins (Executive VP for External Relations), Jack Huguley (Director of Alumni Relations), Sam Jones (Associate VP, Budgeting and Payroll Services), Bobby Marlowe (Senior VP, Economic Development), Ron Menchaca (Director of Executive Communication), Steve Osborne (Executive VP for Business Affairs), Jonathan Ray (Director of Institutional Events and Chef Concierge), Steve Swanson (Campaign Steering Committee), Chris Tobin (Vice President for Development), and George Watt (Executive VP for Institutional Advancement); Meses. Kathryn Bender (Senior VP Legal Affairs/General Counsel), Priscilla Burbage (Vice President, Fiscal Services), Jeri Cabot (Dean of Students/Associate Vice President) representing Victor Wilson (Executive VP for Student Affairs), Shirley Hinson (Director of Governmental Relations), Elizabeth Kassebaum (Executive Secretary to the Board of Trustees), Sharon Kingman (President, Foundation Board), Laura Lageman (Associate Director of Athletics) representing Joe Hull (Director of Athletics), Gail Long (Internal Auditor), Jennifer Lorenz (Director, Advancement Communication), Evie Nadel (Senior Director, Community Relations), and Monica Scott (VP for Facilities Planning).

Also attending were Dr. Lynn Cherry (Speaker of the Faculty); Penny Brunner (Associate VP, Institutional Effectiveness and Planning), Anne McNeal (Director, Student Retention), Marcia White (Chair, Staff Advisory Committee to the President), and Dawn Willan (Controller), Mike Robertson (Senior Director, Media Relations), Erica Arbetter (President, Student Government Association), Jordan Hensley (President-Elect, Student Government Association), and Martin Erbele (President, Graduate Student Association).

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<sup>1</sup>In accordance with requirements of the *S. C. Freedom of Information Act*, news media was notified of the time, location, and agenda for this meeting.

Special guests: Elizabeth Burdette (Higdon Leadership Scholar), Olivia Ghiz (Swanson Scholar), Jeffrey Logue (Trustee Don Belk's mentee), Brenna Norton-Baker (Barry M. Goldwater Scholarship Recipient), Jeremy Olsen (Thomas Alumni Scholarship Recipient), Erica Tracey (Barry M. Goldwater Scholarship Recipient), and Tommy Werner (Trustee Jeff Schilz's mentee).

The regular meeting of the College of Charleston Board of Trustees was called to order at 8:35 a.m. by Chair Padgett noting that the meeting notice has been posted and the press notified as required by the Freedom of Information Act.

Chair Padgett introduced Jordan Hensley, President-Elect of the Student Government Association.

Also, Chair Padgett recognized Erica Arbetter and Martin Erbele for their outstanding service as President of the Student Government Association and President of the Graduate Student Association, respectively. He thanked Erica and Martin for their enthusiastic committed service to the College and asked them to come forward to receive a small token of appreciation. *[Wrapped presentation folders and pens.]*

Chair Padgett thanked Trustee Don Belk for his participation in the Board Mentoring Program. Trustee Belk responded that he has enjoyed working with his two mentees, Jeffrey Logue and Louis Terry. Jeffrey is with us today, but Louis was unable to attend the meeting. Jeff is a biology major interested in pursuing a medical career after graduation. Louis, a freshman majoring in chemistry, plans to graduate in May 2016.

Trustee Jeff Schilz's mentee, Tommy Werner, is with us today. Tommy is a Higdon Leadership Scholar majoring in Communications with a minor in Spanish.

Also, Chair Padgett introduced three students who will participate in The College of Charleston Campaign Presentation later in the meeting:

- (1) Olivia Ghin, a Swanson Scholar, is a freshman majoring in International Studies and Spanish. She is from Medway, MA;
- (2) Elizabeth Burdette, a junior Bonner Leader, is majoring in Sociology. She is from Rock Hill, SC; and
- (3) Jeremy Olsen, a Thomas Alumni Scholarship Recipient, is a Senior Pre-Med student. He is from Annapolis, MD.

Chair Padgett announced that C of C students compete for Nationally Competitive Awards, and we anticipate approximately 40 recipients this year. These students will be acknowledged at a reception on Monday afternoon. Two recipients of the Barry M. Goldwater Scholarship are with us today:

- (1) Brenna Norton-Baker, Class of 2015. She's a Biochemistry major from Myrtle Beach; and
- (2) Erica Tracey, Class of 2014. She's a Biology major with a Minor in Neuroscience from Pendleton, SC.

Chair Padgett noted that great students such as these will be recognized at future Board of Trustees meetings.

Also, Chair Padgett thanked Trustee John Busch for representing the College at Columbia College's Presidential Inauguration on Saturday, April 6, and Trustee Don Belk for hosting the Schottland Scholars' Dinner on April 8.

And finally, Chair Padgett informed the Board that he had an opportunity to attend the recent Foundation and Alumni Board Meetings to update them on the work of the Board of Trustees and Board Candidate Elections.

### **APPROVAL OF MINUTES:**

**It was moved by Trustee Joe Thompson, and seconded by Trustee Lee Mikell, that the minutes of the January 18, 2013 Board Meeting be approved. The Chair called for the yeas and nays, and the Minutes were unanimously approved by voice vote.**

### **PRESIDENT'S REPORT:**

#### **MUSC**

“As you all know, and as was reported in the Charleston media earlier this week, the College and MUSC are conducting very preliminary discussions about the possibility of a merger of our two institutions.

While these discussions have accelerated in recent weeks, the merger idea has been around and discussed for decades. I first began talking about a CofC/MUSC merger as part of my New Charleston speech as far back as October 2012, when I mentioned a merger as one of several possibilities for the future of the College.

Mayor Joe Riley recently convened a series of meetings with dozens of community and business leaders to discuss the idea of a merger. The response to the idea has been overwhelmingly positive.

On Thursday, Mayor Riley, President Greenberg, and I met with the editorial board of *The Post and Courier* to lay out the potential rationale for a merger for our universities and Charleston.

A joint committee already has been formed to study ways in which the College and MUSC might collaborate more closely in the future. The College is represented on the committee by Trustees Dan Ravenel and Demetria Clemons as well as Provost Hynd and Steve Osborne.

I informed our campus community of these talks at our Faculty/Staff and Student Town Hall meetings on April 3. In addition, regarding the idea of merger specifically, I sent an e-mail on Tuesday of this week to our entire College community, including our alumni and our many governing and advisory boards. I have received several responses, representing a diversity of opinions.

As this discussion about our relationship with MUSC moves forward, we will continue to seek feedback from the College community, and I will continue to keep everyone informed of significant developments and additional opportunities for input.

## SACS

On March 22, the College submitted its Fifth-Year Interim Report to the Southern Association of Colleges and Schools Commission on Colleges, or SACS.

Faculty and staff from every division of the College contributed very significantly to the development of the report. It was truly a team effort, and I want to thank everyone who played a role in developing, reviewing, and submitting this very important document.

SACS has been our regional accreditor for over a half-century. The College must be accredited by SACS in order for our students to receive federal financial aid and for our faculty to receive federal grants. Accreditation by SACS is essential to the fulfillment of our institutional mission.

As I discussed in my report to the Faculty Senate on April 2, it is clear from the work that was done in the development of the Fifth-Year Interim Report that there are many areas in which the College does very well in support of our students, faculty, and staff and in complying with federal and state regulations. We should be proud of our accomplishments.

However, any accreditation review is also an opportunity to learn where we can do better and how we can continue to improve as an academic institution.

The Fifth-Year Interim Report showed us that we have more work to do to improve academic assessment at the College, and we will be working diligently to improve in this area. We also need to improve the consistency and quality of our reporting to SACS on changes we make in our programs or on new agreements we develop with other organizations.

We anticipate receiving feedback from SACS about our Fifth-Year Interim Report in June. At that time, SACS could request additional information or documentation, or they could require additional reports of us. Or we could be notified that the process for this particular reporting cycle is complete and that we are current until our 10-year review takes place in 2016-2017.

I will provide an update when we know more.

## Annual Action Plan

Our annual planning and budgeting cycle is three-quarters finished.

The cycle began in the fall semester with the annual review of our Strategic Plan. A copy of the recently revised Strategic Plan has been provided at your places. That was followed this semester by the development of our Annual Action Plan. Shortly, we will begin developing a sources-and-uses document that takes a first pass at looking both at the alignment of revenues and expenses for the next fiscal year.

Later this spring we will develop a full budget proposal for your consideration at the June meeting.

I expect that we will make recommendations for strategic spending in several categories, including faculty and staff salaries; operating budgets; information technology; online education; and the implementation of the Diversity Strategic Plan.

### CRDA Higher Ed Economic Impact Study

On April 4, Charleston's five higher education institutions, in collaboration with the Charleston Regional Development Alliance (CRDA), announced the findings of a new economic impact study commissioned by the CRDA.

The study measured the annual economic impact of Charleston's five colleges and universities – the College, MUSC, The Citadel, Trident Tech, and Charleston Southern.

The study found that the five institutions:

- Generate \$4.4 billion in business activity annually
- Directly employ 16,300 people
- Educate approximately 33,000 students

That's about 50,000 students, faculty, and staff. We are, in fact, a college town, but few people recognize it.

The College's annual economic impact was measured to be roughly \$542 million.

Each of the Presidents spoke about the unique contributions of their respective universities. In my remarks, I highlighted the many ways in which the College's faculty, staff, and students are involved in strengthening our community and its economy.

As one example, I cited our deep involvement with establishing and supporting Spoleto Festival and the larger Charleston arts community. I also identified the numerous opportunities that exist for our business community to engage with the College on a variety of levels.

You can download the full report from the CRDA's website. ([www.opportunity-next.com/resources](http://www.opportunity-next.com/resources))

### Ambassadorial Visits

I want to make you aware of two important visitors to our campus this week.

On Monday, I welcomed to the College Britain's Ambassador to the United States, Sir Peter Westmacott, and Consul General Miss Annabelle Malins.

Ambassador Westmacott was in Charleston to participate in several economic development events. I met with the ambassador Monday afternoon and later hosted a reception for him at the President's House.

While we already have academic partnerships and study abroad programs in the UK, it is my hope that through this visit, the College and the UK can identify new areas for collaboration.

Over the next three days, we will welcome to campus, Ambassador of Estonia to the United States Marina Kalijurand, and delegates from the University of Tartu and Nebraska Wesleyan University.

On Sunday, the College will sign a partnership agreement with the Rector of the University of Tartu to establish an exchange program and opportunities for faculty collaboration and development.

We will also host a reception and dinner at the President's House for our distinguished guests.

On Monday, the Harry and Reba Huger Foundation, which is facilitating this new partnership, will host a luncheon at the Carolina Yacht Club.

My thanks to Harry and Reba Huger, Provost Hynd, Andrew Sobiesuo, and Sue Sommer-Kresse for organizing this visit.

### Envision SC

I want to give you a brief update on our continuing activities with the Envision South Carolina initiative.

The Post and Courier published an article about the project on April 2.

You will recall that Envision South Carolina is an innovative, multimedia project aimed at identifying ideas and strategies that can help South Carolina achieve world-class status in education, business, technology, the arts, science, and other areas.

The College is a Co-Founder of Envision South Carolina along with local businessman Phil Noble. Phil is widely known in South Carolina political and media circles. He is also a member of our Department of Communication Advisory Council.

To stimulate discussions across the state, Envision South Carolina has already conducted several video interviews with important business and government leaders, including Mayor Joe Riley, Anita Zucker, and Federal Reserve Chairman Ben Bernanke. Some of these interviews have appeared in newspapers across the state.

The video interviews are available for viewing on the Envision South Carolina website at [envisionsc.org](http://envisionsc.org)

I am pleased that the College is involved in and contributing to this important conversation about the future of our state.

### Live at The Charleston Music Hall

On March 30, the College and Charliewood Pictures co-sponsored a new event called "Live at The Charleston Music Hall."

Mark Bryan, lead guitarist for Hootie & the Blowfish and a longtime Charleston resident, brought the idea to me last summer and our collaboration began. Mark also directs our Music Industry Program in the School of the Arts.

The event featured performances by Grammy Award-winning bluegrass artist Sam Bush and national recording artist and former CofC student Edwin McCain.

The event was filmed and will be edited into two 30-minute television pilot programs. The shows will include interviews with the artists conducted by students in our Intro to Music Industry class. The interviews were recorded on the Cistern Yard.

The inspiration for Live at The Charleston Music Hall is the well-known television show “Austin City Limits.”

This is not a one-time event. We are planning to produce an ongoing series of concerts and achieve national distribution.

This would put both Charleston and the College in a national spotlight, particularly among younger audiences ... which is badly needed by Charleston. We do a lot for older audiences (Spoleto, SEWE, etc.), but not so much for 20-somethings and 30-somethings. We need to draw that demographic to our workforce in Charleston.

### Dig South

Another new event that will help draw younger people to Charleston and help diversify our workforce is a major technology conference called “Dig South.”

Dig South – Dig is short for Digital – took place April 12 through April 14 in TD Arena.

The conference explored the intersection of technology, social media, marketing, and the arts. It also included concerts at The Charleston Music Hall and other events.

Dig South is the brainchild of Stan Gray, Director of Strategic Communications in our Division of Marketing and Communications.

Modeled on Austin’s famous South by Southwest conference, Dig South will be held in Charleston each April.

By all accounts, the inaugural festival and conference were an unqualified success!

- Total Festival attendance = 3,162
- Total Conference attendance = 454  
(~76% in state, ~24% from beyond South Carolina)
- Total media stories to date = 53+  
(articles continue to publish daily)
- Total media = 54 representatives from 30+ outlets  
(Included INC Magazine, TechCrunch, Fast Company, CNN Digital, HLNtv.com, The State, AP, Post & Courier)
- States represented by attendees = 20+  
(Many attendees did not specify a home state)

### Computer Science Majors

Charleston is becoming known as “Silicon Harbor.” Charleston is one of the top 10 fastest-growing cities for software and Internet technology, according to the Charleston Regional Development Alliance.

Charleston now has 250 small to medium-sized software firms. From Blackbaud, to BenefitFocus, to People Matter, to two people working in a home-office.

Other firms include BiblioLabs, TwitPic, BoomTown, and SPARC.

More recently, Boeing announced plans to invest an additional \$1 billion and hire 2,000 more employees in Charleston, including 1,000 high-tech workers for the company's information technology unit.

Last fall, the software industry asked the College to start producing 200 undergraduate computer science graduates a year. For the 2012-2013 academic year, we graduated only 26.

The College is taking steps to invest more in the high-tech sector. As I have previously reported to you, the College is seeking \$2 million from the General Assembly to develop a Digital Technology Incubator and Center. The center will focus on the commercialization of digital and interactive technologies for software applications in medicine, healthcare, education, manufacturing, entertainment, and the arts.

There are huge opportunities for the College to become the leading supplier of computer science graduates to supply the talent for the exploding high-tech industry in Charleston.

#### Colonial Athletic Association

As you know, we will officially join the Colonial Athletic Association on July 1. While we have not started competing in the Colonial, we now are members of the Colonial Academic Alliance and the Council of Presidents.

You'll recall that through the Academic Alliance, our students, faculty and staff now have access to an array of learning, research, study abroad, and professional development programs. The Alliance is led by the provosts of the Colonial universities.

Athletic Director Joe Hull has already participated in Colonial Athletic Directors meetings, and I've participated on the conference's Council of Presidents.

Also, George Hynd and Professor Vince Benigni, our Faculty Athletics Representative, traveled to the University of Delaware last weekend to attend the Undergraduate Research Conference of the Colonial Academic Alliance.

All of our athletic teams have begun scheduling for the upcoming academic year. The College's first official Colonial competition will be a women's soccer game the weekend of September 27. Men's Soccer and Volleyball begin a week later.

Meanwhile, there continues to be activity swirling around athletic conference realignments.

As you have probably heard or read, Colonial member George Mason announced recently that it would leave the Colonial for the Atlantic 10, effective July 1.

While disappointing, this news did not come as a complete surprise. It had been predicted last spring.



We continue to closely monitor all of this realignment activity. And our colleagues in the Colonial are keeping us well informed of the latest developments and how they might affect the Colonial going forward.

We are also helping the Colonial to make decisions about what universities to recruit for membership, and we have had a significant role in recruiting potential members.

The bottom line is that as a result of our move to the Colonial, the College is in a much stronger and more stable position than we otherwise would have been during this period of upheaval. When all of the dust settles, we expect the Colonial to be an even better conference than it is today.

### Legislative Meetings

Last fall, you may remember that I had meetings with many members of our Lowcountry legislative delegation, including Senators Campbell and Ford and Representatives Limehouse, Gilliard, Merrill, and Stavrinakis.

More recently, I traveled to Columbia to testify before the Senate Higher Education Subcommittee. While I was there, I was also able to meet with Senator Sean Bennett and Representatives Jenny Horne and Brian White.

These meetings were important and helpful, especially at a time when members of the legislature are worried about the return on their investment in higher education and are considering important regulatory matters.

### Cradle to Career

Many of you are aware that Anita Zucker has had a leading role in working with the Charleston Metro Chamber of Commerce, Trident United Way, and other community organizations to form the Tri-County Cradle-to-Career Partnership.

The Cradle to Career partnership is designed to make certain that every child in the tri-county is prepared for school, supported in and out of school, succeeds academically, and graduates from high school ready for a career or for further education. The partnership also wants to make certain that every student who enrolls in post-secondary education goes on to complete his or her academic program and enter a career.

The Cradle to Career partnership is modeled on similar programs in other cities, including Cincinnati. With some of our very best community leaders working on this partnership, I am confident it will be a great force for good in the tri-county region.

On March 29, we submitted a proposal for the College of Charleston to become the host organization for Cradle to Career, and to serve as an incubator for the partnership over the next three years. After three years, the partnership would be expected to stand on its own and operate independently. We'll learn about the response to the College's proposal in a few weeks.

The Cradle to Career partnership represents an important next step in the economic development of our community. Whether or not we serve as the host organization, we will do whatever we can to support this initiative.

I'm grateful to Provost George Hynd, Dean Fran Welch, and all those who have taken the lead at the College to help make this partnership an important part of our community.

### Supply Chain Conference

On March 22, the College hosted the South Carolina Supply Chain Summit.

The event was organized by our School of Business and was held in the Beatty Center.

I gave the welcome and introduced the keynote speaker, State Secretary of Commerce Bobby Hitt.

South Carolina has enormous potential to become a world leader in the area of logistics, transportation, and supply chain management — both in academics and in practice.

The goal of the conference was to discuss and identify ways to leverage our available public and private resources in order to make that happen.

The summit also provided a great opportunity to highlight the College's program in Global Logistics and Supply Chain Management.

The summit was sponsored by Boeing, BMW, Michelin, Horizon Lines, the South Carolina State Ports Authority, and the South Carolina Department of Commerce.

### Dixie Update

We continue to make progress toward our goal of turning Dixie Plantation into a hub for environmental sciences and sustainability education and research.

The 4.3-mile nature trail has been completed for some time. The trail offers access to the property's diverse ecology and features interpretive signage detailing the property's unique environmental landscapes and history.

The conversions of the barn and art studio are wrapping up as we speak. The studio at Dixie will display exhibits that celebrate the life of John Henry Dick and various events that occurred at the plantation.

We are making plans to begin holding events out there beginning late this spring or summer.

In addition, we are in the process of building two field research stations at Dixie. They will be completed by next spring.

Currently, many of our faculty, staff, and students use Dixie Plantation throughout the school year for retreats and a variety of academic programs in fields such as biology, art, and archaeology. But beginning next year, with the new facilities, Dixie will become a very heavily used and important part of our campus.

### Baldrige

On April 7, I was a speaker and master of ceremonies at the Malcolm Baldrige National Quality Award Ceremony in Baltimore.

The Malcolm Baldrige National Quality Awards are presented each year by the President of the United States to organizations that demonstrate superior quality and performance. Awards are given in the manufacturing, service, small business, education, healthcare, and nonprofit sectors.

I currently serve as chair of the board of directors of The Foundation for the Malcolm Baldrige National Quality Award. I have been associated with the Baldrige Award since 1997 and have served terms as national judge and as chairman of the Board of Overseers for the Baldrige program.

The award ceremony also celebrated the 25<sup>th</sup> anniversary of the Baldrige Program. Among those participating in the program was Rebecca Blank, Acting U.S. Secretary of Commerce.

### Fundraising/Campaign Update

As recently as six years ago, the College lacked a professional fundraising operation. The College would fundraise sporadically, but our fundraising efforts were never consistent.

One of my first actions was to elevate our private fundraising. To do that required rebuilding the development operation from the ground up.

Our development office used to hire our own students right after graduation. They would stay for two years and then leave. We changed strategies and now hire mid-career development officers who have experience and expertise in fundraising.

We have made investments in our people and processes, and they are paying off big time. Fundraising has been consistently at the highest levels ever for several years.

Since 2008 — while navigating through an unprecedented economic recession — we more than doubled private giving to the College. It increased from \$7.6 million in 2008 to \$16 million in 2012.

And unlike six or seven years ago, we have a terrific pipeline of donor prospects in all stages of cultivation. This bodes very well for our comprehensive fundraising campaign, which we intend to publicly launch this fall.

Our donors, friends, and supporters are telling us loud and clear through their extraordinary generosity that they believe in our vision for the College.

Thus far, through the quiet phase of the campaign, we have raised nearly \$44 million toward our \$125 million goal.

Our campaign has also been given a significant boost with the formation of a Campaign Steering Committee.

This group of donors, friends, alumni, and College administrators will help to advance the campaign, act as champions for the College, and help secure leadership gifts.

The members of the Steering Committee are:

Steve Swanson, Anita Zucker, Hilton and Catherine Smith, Rene Anderson, Hellene Runtagh, Keith Sauls, George Hynd, George Watt, and Steve Osborne.

I have asked Steve Swanson to co-chair this committee with me.”

### **THE COLLEGE OF CHARLESTON COMPREHENSIVE CAMPAIGN UPDATE:**

First, George Watt, EVP, Institutional Advancement introduced the purpose of the presentation. He noted that he and volunteer Steve Swanson would provide an overview of the “Why, What, Who and How”, and most importantly, the “Impact” of the Campaign. He also noted that The Campaign was in its “leadership phase”, although plans were being made for an eventual public launch.

Mr. Watt turned the presentation over to Mr. Steve Swanson, Chair of the Campaign Steering Committee. He and Mr Watt then provided a Power Point Presentation to update the Board on the status of The College of Charleston Campaign. Mr. Swanson noted that he was a full scholarship recipient in 1985 and talked about the importance of recruiting the brightest students.

As a real life example of the “impact of philanthropy”, three students told their stories about the difference philanthropy makes and the impact it has had on their lives.

- Olivia Ghin, a freshman Swanson Scholar
- Elizabeth Burdette, a junior Bonner Leader
- Jeremy Olsen, a graduating senior, and a recipient of the Thomas Alumni Scholarship

Mr. Swanson thanked the three students for their remarks and continued with his presentation.

The Campaign working goal is \$125 million with \$44.5 million raised to date. Mr. Swanson reported that Renee Anderson, Hellene Runtagh, Keith Sauls, Hilton and Catherine Smith, and Anita Zucker all accepted an invitation to serve on the Campaign Steering Committee, along with President Benson, George Watt, Dr. George Hynd and Steve Osborne.

Mr. Swanson encouraged the Board of Trustees to make philanthropy a high priority. He asked them to become “Champions for the College and for this Campaign.” He asked them to invest in the school. Also, he asked them to consider a personal campaign donation as well.

Chair Padgett noted that he and Steve Swanson have worked together for many years, and he thanked Steve and Emily for their generosity to the College. He thanked the students for their participation in the presentation as well.

*[Trustee Toya Pound joined the meeting at 9:43 a.m. Prior to arriving in the Boardroom, Toya participated in the meeting by conference call.]*

*[Break at 10:10 a.m.]*

*[Meeting resumed at 10:30 a.m.]*

## **COMMITTEE REPORTS:**

### **EXECUTIVE COMMITTEE:**

**Committee members present:** Trustees Greg Padgett (chair), Demetria Clemons, Lee Mikell, and Dan Ravenel. **Committee member absent:** Trustee Cherry Daniel. **Other Board members present:** Trustees Frank Gadsden (conference call), Dwight Johnson, and Marie Land (conference call). **Others present:** President Benson, George Hynd, Brian McGee, Steve Osborne, George Watt, Victor Wilson, Kathryn Bender, Elizabeth Kassebaum, Mike Robertson, and Betty Craig.

Chair Padgett presented the following committee report:

The Executive Committee met on Thursday, April 4, and approved the minutes of the January 8, 2013 Executive Committee meeting.

The Committee received brief informational updates on a number of topics, all of which will be covered in the various upcoming committee reports.

### **New Board Meeting Requirement:**

Chair Padgett briefed the Board on a New Board Meeting requirement from the Legislative Screening Committee Questionnaire: “If elected to the Board of Trustees, I will attend all stated or called meetings of this entity. If I am absent from three consecutive meetings, or if I am absent from half of the meetings within a six-month period, then I will resign my seat.”

Chair Padgett informed the Board that we are investigating whether or not a Resolution will be needed to amend the Board of Trustees’ Bylaws regarding this issue. If so, the Resolution will be presented for approval at the August or October Board meetings.

Trustee Dan Ravenel inquired about whether or not this New Board Member requirement includes only the Board meetings or does it include the committee meetings as well. Elizabeth Kassebaum stated she will research the issue.

### **New Board Committee Assignments:**

New Board Committee assignments will be reviewed as soon as new Board members are elected and will be confirmed as soon as possible.

### **Committee Workshop/Meeting Dates:**

- Budget and Finance Committee Workshop will be held on Wednesday, May 15, at 10:00 a.m.
- Budget and Finance Committee Meeting will be held on Friday, May 31, at 10:30 a.m.

## **ACADEMIC AFFAIRS COMMITTEE:**

**Committee members present:** Trustees Cherry Daniel (Chair), Demetria Clemons, Frank Gadsden, Marie Land, Toya Pound, and Jeff Schilz. **Other Board members present:** Trustees Greg Padgett, Don Belk, Larry Miller, Dan Ravenel, and Joe Thompson. **Staff Liaisons present:** George Hynd (Executive VP for Academic Affairs/Provost), Beverly Diamond (Senior Vice Provost for Academic Affairs), Deanna Caveny-Noecker (Associate Provost for Faculty Affairs), and Lynne Ford (Associate Provost for Curriculum and Academic Administration). **Others present:** President George Benson, Erica Arbetter (President, Student Government Association), Mike Auerbach (Dean, School of Sciences and Mathematics), Kathryn Bender (Senior VP for Legal

Affairs/General Counsel), Penny Brunner (Associate Vice President for Institutional Effectiveness), Don Burkard (Associate Vice President for Enrollment Planning), Burton Callicott (Chair, Faculty Academic Planning Committee), Bob Cape (Senior VP for Information Technology, Chief Information Officer), Lynn Cherry (Speaker of the Faculty and Associate Professor of Communication), Don Griggs (Director, Financial Assistance and Veterans' Affairs), Devon Hanahan (Co-Chair, Faculty Compensation Committee), Karen Hauschild (Director, Center for Academic Advising and Planning), Jordan Hensley (President-Elect, Student Government Association), John Hull (Chair, Studio Art Department), Debby Jeter (Senior Instructor and Associate Chair, Mathematics Department), Bob Mignone (Chair, Mathematics Department), Mindy Miley (Assistant VP for New Student Programs), Deni Mitchell (Director of Strategic Initiatives), Bill Olejniczak (Co-Chair, Faculty Compensation Committee), Steve Osborne (Executive VP, Business Affairs), Ashleigh Parr (Manager of Administrative Assessment and Accreditation), Jim Posey (Associate VP for Institutional Research and Planning), Karen Roof (Director of Academic Assessment and Planning), Alan Shao (Dean, School of Business), Kay Smith (Associate VP for the Academic Experience), Andrew Sobiesuo (Associate Provost for International Education), Melissa Thomas (Director, Center for Student Learning), Fran Welch (Dean, School of Education, Health, and Human Performance), and Elaine Worzala (Director, Carter Center for Real Estate). Also present was Mallen Urso, Trustee Marie Land's mentee.

Trustee Cherry Daniel presented the following committee report:

Provost's Report:

- George Hynd introduced Karen Hauschild, new director of the Center for Academic Advising and Planning; and Elaine Worzala, new director of the Carter Center for Real Estate.
- Provost Hynd provided an update on the library dean search, the Lowcountry Graduate Center director search, and this year's faculty searches.
- He directed the Committee's attention to the sheet on tenure, promotion and renewal data, retirements, and sabbaticals awarded.
- SACS fifth-year interim report has been submitted. The College reported on eighteen standards, including many federal ones. He noted that SACS will review the report and associated supporting data and documents. A response from SACS is expected in June.
- He reported on online education, noting his conversations with other Colonial Athletic Association Provosts last week.
  - In collaboration with IT, more faculty are being trained to offer online courses; 27 of our 40 online sections offered are already full, and as of this week, we have 786 online enrollments, compared to 519 for the full 2012 summer.
  - Staff positions and funds have been requested to expand and strengthen our online capacity.
  - Trustee Gadsden inquired about whether or not we have a short- or long-term plan for developing an online program. Provost Hynd responded that we have taken the first step, with the work of the Task Force reported at the last Board meeting, but we have not yet developed the needed 3-5 year plan.
- Provost Hynd provided information regarding the success of our School of Sciences and Mathematics (SSM) graduates being accepted into medical school, noting that we are the largest feeder into MUSC.
- Provost Hynd noted that the Digital Corridor provides opportunities for both our current students and graduates.

- Provost Hynd highlighted recent successes of our Honors College students – a Fulbright Scholar, two National Science Foundation graduate fellowships, and recruitment of at least twenty-eight Aiken Fellows.

Information Items

- Provost Hynd introduced John Hull, Chair of the Studio Art Department, for the featured program presentation.
- Debby Jeter presented plans for a new math placement program.
- Provost Hynd directed committee members’ attention to the Palmetto and LIFE scholarships retention data. Discussion focused on both retention of state scholarships and the retention of students in general.
- Associate Provost Lynne Ford addressed our 2013-14 College Reads! Book, Fun Home. She reported that the committee worked hard to find a book that would engage the campus as broadly as *Eating Animals* did this year, with twenty-six programs.
- Faculty Speaker Lynn Cherry presented the committee with a Senate-approved resolution on faculty salaries. Speaker Cherry read the resolution, noting that the Faculty Compensation Committee has been looking at how the College’s faculty salaries compare to peers. The resolution proposes moving faculty salaries to peer means at every rank and discipline within the next five years.  
Lynn spoke briefly to the full Board regarding the Faculty Compensation Committee Report. The Committee brought a Resolution to the Faculty Senate in March to bring faculty salaries in line with peer institutions.
- Lynn Cherry updated the Board on the Faculty Shadowing program. She encouraged everyone’s participation in the program. Five faculty members participated in the program this semester, and the feedback has been very positive.
- And finally, Lynn spoke briefly regarding the SACS final report, reporting the faculty commitment to developing a sense of assessment culture.

Action Item:

**The Academic Affairs Committee moves that the Resolution to approve the Awarding of Degrees for the 2013 Spring Semester be adopted as presented. The Chair called for the yeas and nays, and the following Resolution was unanimously approved by voice vote.**

**COLLEGE OF CHARLESTON**

**RESOLUTION OF THE BOARD OF TRUSTEES  
AWARDING OF DEGREES**

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**April 19, 2013**

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**WHEREAS**, pursuant to S.C. Code Ann. §59-130-30, the Board of Trustees of the College is constituted as a body corporate and politic and is empowered, among other things, to “confer degrees upon students and other persons as the board considers qualified;”

**WHEREAS**, the President has made available to the Board a preliminary list of candidates for the award of baccalaureate and graduate degrees from the several Schools of the College;

**WHEREAS**, each such candidate has been certified by the appropriate Dean, the Registrar, and the Provost, as Chief Academic Officer of the College, as meeting the requirements and prerequisites for the award of the appropriate degree upon the candidate's successful conclusion of the Spring 2013 Semester;

**WHEREAS**, the Board has accepted such representations and certifications as being true and accurate in all material respects and has determined that all such degree candidates are so qualified for the award of their respective degrees upon the successful conclusion of the Spring 2013 Semester; and

**WHEREAS**, all of the relevant degree-awarding programs of the College related to degrees to be awarded under this Resolution have been duly approved by the South Carolina Commission on Higher Education.

**NOW THEREFORE, BE IT --**

**RESOLVED**, that the Board hereby authorizes the President to confer on each and all of the aforementioned described degree candidates who have successfully completed the Spring 2013 semester, the names of each of which shall be published in the Official Program for the May 2013 Graduation Ceremony, those degrees for which they have been found qualified, together with all the rights, honors, privileges and responsibilities appertaining thereto;

**RESOLVED**, that the President and the Provost, or either of them, may make such adjustments to the preliminary list of candidates for the award of baccalaureate and graduate degrees from the several Schools of the College, as may be necessary and appropriate to account for the actual academic performance of degree seeking candidates during the Spring 2013 semester; and

**RESOLVED**, that the President and Provost, and such employees as may be designated by both or either of them, are hereby authorized and directed to take any and all action as may be necessary and appropriate to implement this Resolution and effectuate its purposes.

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**ALUMNI RELATIONS COMMITTEE:**

**Committee members present:** Trustees Don Belk, Demetria Clemons, Frank Gadsden, and Toya Pound and Jeff Schilz. **Committee members absent:** Trustees Annaliza Moorhead and John Wood (chair). **Staff Liaisons present:** Jack Huguley, Karen Jones and John Hartman. **Guests present:** Chuck Baker (President, Alumni Association), Erica Arbetter (President, Student Government Association), and Jordan Hensley (President-Elect, Student Government Association).

In Trustee Wood's absence, Trustee Gadsden presented the following committee report:

**Approval of Committee Meeting Minutes:**

The January 17, 2013 Committee Meeting Minutes were unanimously approved.



## Alumni Association Strategic Initiatives Update:

- Stay Informed
  - Alumni Chapter Leadership Retreat – The 2013 Alumni Chapter Leadership Retreat will include 40 alumni chapter leaders representing 21 alumni chapters. The retreat will include educational components related to Admissions, Alumni Career Services, fundraising initiatives and participation in the Comprehensive Campaign.
  - Web Strategy Update – Jacee Brown was hired in February 2013 as Web Strategy Manager for Institutional Advancement. Jacee is working with Alumni Relations Staff to improve the functionality of the Alumni Website beginning with a usability study. Ten alumni volunteers were asked to perform a series of web-related tasks and then the results will be compiled to determine next action steps. This is an essential step to ensure that the website is meeting the needs of the alumni base.
  - Pan-Campus Alumni Communications – The Alumni Relations Office is currently managing alumni email communications for 19 schools/departments. These targeting groups are in addition to the all-alumni email communications also sent by the Alumni Association, i.e., Alumni Chapters, institutional events, campus news, etc. This initiative also coordinates communications with solicitations to avoid oversaturation and ensure proper delivery.
- Get Involved
  - New Alumni Chapter Position – Admissions Liaison – Alumni and Admissions Staff are working to identify Admissions Chapter Liaisons. This position will work closely with the Admissions Office to encourage regional participation and assist with planning activities aimed to meet Admissions goals as established by President Benson and the Board of Trustees.
  - Class Reunion Challenge – The Class Reunion Challenge is a fundraising initiative that involves only those alumni who are celebrating class anniversaries in 2013. Classes celebrating a reunion this year are 1963, 1968, 1973, 1978, 1983, 1988, 1993, 1998, 2003, and 2008. To date, 360 alumni have participated in the Class Reunion Challenge and have given a total of \$48,275. The classes of 1963 and 1973 are competing for highest participation as both lead with 11%. The class of 1998 has a lead in cash gifts with \$13,384. The 2013 A Charleston Affair will feature a separate VIP area for alumni that are celebrating a class reunion and participated in the Class Reunion Challenge. This area has sold out.
  - A Charleston Affair – This year's event will be held on Saturday, May 4. Tickets to this annual alumni event have sold out. The number of tickets to this year's event was limited to 3,500 to comply with comfort and safety standards.
- Give Back
  - A Charleston Affair/College of Charleston Fund – The Alumni Association has partnered with the Annual Giving Office to use the momentum of A Charleston Affairs to raise awareness for the College of Charleston Fund. Alumni that gave at least \$25, or seniors that gave at least \$10, to the CofC Fund by January 31 received early access to tickets. A total of 918 tickets were sold during the early access period from February 4 through March 1. This solicitation reactivated 488 donors and created 459 new donors.

- Student Philanthropy Group – Alumni Relations Staff and the Office of Annual Giving have been in collaboration to create a student philanthropy group on campus. The group is called Committed to Charleston (C2C) and was officially approved by the Student Government Association on Tuesday, April 16. Their mission is to “Foster and promote the core purpose of the College of Charleston in both current students and alumni, with a spirit of generosity, philanthropy, and the need to invest in the College, both financially and wholeheartedly.” A C2C member will make an annual donation of \$20 to the CofC fund. Currently, there are 70 charter members, and an official chartering event will be held in October 2013 in conjunction with the public announcement of the Comprehensive Campaign.
- Senior Class Giving Challenge – As the Give Back Committee’s liaison to the Annual Giving Office, Johnnie Baxley has challenged the Senior Classes of 2013 through 2017 with a matching gift challenge. Johnnie has also participated in stewardship efforts to recognize those seniors who have given to the College of Charleston Fund. To date, 269 seniors have made a gift to the College of Charleston Fund totaling \$2976. Seniors are being notified of Johnnie’s challenge by the Annual Giving Office via the Cougar Calling Center and email solicitations.

**ATHLETICS COMMITTEE:**

**Committee members present:** Trustees Dwight Johnson (chair), John Busch and Jimmy Hightower. **Committee members absent:** Trustee Philip Bell. **Others present:** President George Benson, Vince Benigni (Faculty Athletics Representative), Otto German (Assistant Athletics Director/Compliance), Joe Hull (Director Athletics) via conference call, Laura Lageman (Associate Director of Athletics), Brian McGee (Chief of Staff/Senior Policy Advisor), Steve Stroud (Associate Director of Athletics/External Affairs), and Alexandria Rogers (Administrative Assistant).

Trustee Johnson presented the following committee report:

AD Comments/CAA Update (Laura Lageman and Joe Hull)

Assistant Men’s Basketball Coach Jordan Mincy has taken a job with Toledo.

Fundraising/Cougar Club Update (Steve Stroud)

A national search will be conducted for the replacement of Brandon Stevens, Executive Director of the Cougar Club.

Cougar Club renewals are due June 30, and the goal is to exceed \$1 million. There will be six upcoming events in various areas of town to better engage current donors and reach new ones.

President Benson was impressed with the way the recent Dig South festival utilized the various spaces of TD Arena.

Compliance Update (Otto German)

A document titled “Ten Rules for Boosters” was distributed via email to Cougar Club Members.

Mr. German is working on community outreach and speaking at high schools.

The APR report will be out in a month, and the College is meeting its benchmarks with no expected penalties.

#### **AUDIT COMMITTEE:**

**Committee members present:** Trustees Larry Miller (chair), Don Belk and Joe Thompson. **Committee member absent:** Trustee Philip Bell. **Others present:** President George Benson, Beverly Diamond (Senior Vice Provost), Steve Osborne (Executive VP for Business Affairs), Brian McGee (Chief of Staff and Senior Policy Advisor), Gail Long (Internal Auditor), and Dawn Willan (Controller).

Trustee Miller presented the following committee report:

Larry Miller called the meeting to order noting that the meeting notice has been posted and the press notified as required by the Freedom of Information Act.

President George Benson discussed his plan to conduct a campus wide risk analysis. It will be designed to identify the College's mission-critical risks, assess how to manage those risks and meet strategic objectives. President Benson will lead this effort. Once developed, this will be an ongoing process.

Gail Long reviewed the following audit reports:

- Title IV Student Financial Aid Attribute Testing
- Title IV Research and Development Expenditures
- Procurement Cards, 1<sup>st</sup> and 2<sup>nd</sup> Quarter

Gail Long reviewed the status of the 2013 Audit Plan with the Committee.

Chair Padgett thanked Trustee Larry Miller for his service and efforts on this committee.

#### **BUDGET AND FINANCE COMMITTEE:**

**Committee members present:** Trustees Lee Mikell (chair), John Busch, Frank Gadsden, Larry Miller, Dan Ravenel, and Joe Thompson. **Committee members absent:** Trustee Philip Bell. **Other Board members present:** Trustees Greg Padgett and Marie Land. **Staff Liaisons present:** Steve Osborne (Executive VP for Business Affairs), Priscilla Burbage (VP for Fiscal Services), and Sam Jones (Associate VP of Budgeting and Payroll Services). **Others present:** John Bello-Ogunu, Kathryn Bender, Bob Cape, Lynn Cherry, Beverly Diamond, Alyson Goff, Tom Heeney (Chair-Elect, Faculty Senate Budget Committee), Shirley Hinson, George Hynd, Aron Kuch (Member, Staff Advisory Committee to the President), Gail Long, Brian McGee, and Marcia White (Chair, Staff Advisory Committee to the President).

Chair Mikell presented the following committee report:

Steve Osborne updated the Committee on several capital projects underway, which will be covered in the Facilities Committee report.

Sam Jones reviewed the budget adjustments reflected through March 31, 2013. **The Budget and Finance Committee moves that the resolution to approve the budget adjustments for the quarter ended March 31, 2013 be approved as presented behind the Budget and Finance Committee tab. The Chair called for the yeas and nays, and the following Resolution was unanimously approved by voice vote.**

**COLLEGE OF CHARLESTON  
RESOLUTION OF THE BOARD OF TRUSTEES  
BUDGET ADJUSTMENTS**

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April 19, 2013

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**WHEREAS**, College management has reviewed its projections of revenues and expenses for the 2012-2013 fiscal year and, based on that review, has recommended certain reallocations and adjustments to the budget previously approved by the Board; and

**WHEREAS**, those recommended reallocations and adjustments were presented to the Board's Budget and Finance Committee and were determined to be reasonable and appropriately supported by College management.

**NOW THEREFORE, BE IT --**

**RESOLVED**, that the Board hereby approves the recommended reallocations and adjustments to the approved budget for fiscal year 2012-2013, as presented by College management to the Budget and Finance Committee and as further detailed in the table captioned "College of Charleston 2012-2013 Revenue and Expense Budget Adjustments March 31, 2013" contained in the Board of Trustees briefing book dated April 19, 2013; and

**RESOLVED**, that all actions of College management to effectuate these reallocations and adjustments prior to the effective date of this Resolution are hereby ratified and affirmed.

\*\*\*\*\*

Steve Osborne briefed the Committee on the potential benefits of refunding two previous bond series. The combined present value savings for the two series is currently estimated to be in excess of \$4.3M. The gross cash-flow savings is calculated to be in excess of \$5.9M. Trustee Dan Ravenel asked about the actual cash savings on these and the previously refunded bonds. The total per fiscal year, for the next 19 years, is slightly above \$600K with the highest being \$696,844 in FY 14. The final two years of savings on the Series 2013B would be \$273K and \$197K, respectively, in FYs 33 and 34. **The Budget and Finance Committee moves that the three resolutions and petition associated with the refunding be approved as presented behind the Finance Committee tab. The Chair called for the yeas and nays, and the following Resolutions and Petition were unanimously approved by voice vote. For the record, the three resolutions and petition are attached as part of these minutes:**

- Attachment 1: Authorizing Resolution**
- Attachment 2: Series 2013A Bond Resolution**
- Attachment 3: Series 2013B Bond Resolution**
- Attachment 4: Petition**

The members of the Budget and Finance Committee were updated on the process related to an updated Moody's Investors Services bond rating and were given a copy of the presentation given to the Moody's representatives who visited the campus in March. A copy of the presentation is at each Board member's place for those of you who were not at the Committee meeting. The rating will be released on the afternoon of May 8, or on May 9, pending the approval of the bond actions by the State Budget and Control Board.

Steve Osborne again reminded the Committee of the upcoming dates related to the FY 14 budget. There will be a Budget and Finance Committee Workshop on Wednesday, May 15, at 10:00 a.m. in the Randolph Hall Boardroom. All Board members are invited and encouraged to attend. Secondly, there will be a Budget and Finance Committee meeting on Friday, May 31, at 10:30 a.m. in the Randolph Hall Boardroom where the Committee will adopt the FY 14 budget which will be brought to the full Board for approval at the Board Meeting in Columbia on June 10.

Steve Osborne updated the Committee on the state budget. The BEA met yesterday and any revisions to revenue projections would most likely be included in the Senate version of the budget. It is currently estimated that FY 13 should end with a \$160M surplus. Additionally, the Capital Reserve Fund has \$112M in non-recurring funds that can be used. The House version of the budget contained an additional \$300M in recurring funds, \$41M of which was designated for the DOT. Of specific interest to the College, included in the House version of the budget is an adjustment to our base funding for a portion of the state mandated salary increase from last July 1. Also included is \$2M in non-recurring funds for the renovation of the Rita Hollings Science Center and \$5M for commerce, \$2M of which is for the Interactive Digital Technology Pilot Program. Also included in the House budget is lottery funding for Higher Education Technology and funding for PASCAL.

#### **FACILITIES COMMITTEE:**

**Committee members present:** Trustees Jimmy Hightower (chair), Dwight Johnson, Marie Land, Lee Mikell, and Dan Ravenel. **Other Board members present:** Trustee Greg Padgett. **Staff Liaisons present:** Monica Scott (VP for Facilities Planning). **Others present:** President George Benson, George Hynd (Executive VP for Academic Affairs/Provost), Mike Auerbach (Dean, School of Sciences and Mathematics), Jan Brewton (Director, Business and Auxiliary Services), Priscilla Burbage, John Campbell (Dean, Residence Life and Housing), Lynn Cherry (Speaker of the Faculty), John Cordray (Director of the Physical Plant), Beverly Diamond (Senior Vice Provost), Sam Jones, Susan Morrison (Professor, Biology Department), Steve Osborne (Executive VP for Business Affairs), and Alyson Goff (Executive Assistant, Business Affairs Office).

Trustee Hightower presented the following committee report:

#### **Current Project Updates:**

Monica Scott provided the Committee with an update on the current capital projects:

- **Dixie Plantation** – The construction of the barn and the studio is almost complete. President Benson said the need remained to relocate the dock.
- **Grice Marine Lab** – The completion of the design will resume once funding is approved. The project is now estimated to be \$12M with \$6M already committed to the project.

- Arena Marquee – The BAR denied the College’s design to correct the sightline issues. The vote was a tie, which resulted in an automatic denial. Some board members had to recuse themselves since they are under contract with the College. So, the College will resubmit the design once there is new membership on the BAR.
- Dixie Plantation Field Stations – Construction documents are in development, and the project is expected to be bid for construction in August 2013. The field stations are expected to be completed by April 2014.
- New Science Center Build-out – Construction has started and is expected to be completed by end of the year with occupancy in January 2014.
- Rita Hollings Science Center Renovation – The schematic design is in progress and is expected to be completed by the end of May.
- Jewish Studies Center Expansion – The architectural firm of Rosenblum and Coe was selected, and the project is currently in the schematic design phase. The College is requesting BAR approval to demolish a small building on the site at the BAR’s April 24 meeting. The College will then request conceptual design approval at the BAR’s May 8 meeting.
- Simons Center for the Arts Renovation – Architect interviews were held on April 4, and the College selected HGA/Liollio to design the project. The next step is to begin contract negotiations.
- Addlestone Library Adaptation – The College expects to receive Phase I approval from the Budget and Control Board on May 8. The South Carolina Historical Society has committed \$500,000 to the College for the project.
- Sottile Theatre Retail Space – The BAR deferred the College’s design request, but there are only minor issues, such as building colors, to be addressed. The expected occupancy is January 2014.

Discussion Items:

- Dixie Plantation:
  - President Benson spoke briefly regarding the need to develop a management plan for Dixie Plantation, which would provide a full-time site manager who would manage access, security, safety, and the grounds. Also, there’s a need for someone to manage the academic programs that will take advantage of the facilities at the plantation.
  - Steve Osborne clarified that the College is responsible for the buildings and nature trail, and the Foundation is responsible for the grounds.
  - Trustee Land recommended that the staff review the management plans of other institutions that have large tracts of land with usage similar to Dixie.

Other Business:

Trustee Johnson made a motion, seconded by Trustee Ravenel, to go into Executive Session for the consideration of potential leases and land acquisitions. All committee members voted in favor of the motion.

The Committee returned to regular session, and Chairman Hightower stated that no action was taken in Executive Session.

Monica Scott informed the Board that the College received its 3<sup>rd</sup> award for restoration of Randolph Hall.

Following the Facilities Committee Report, Chair Padgett thanked Trustee Hightower for his efforts and the impact he has had on this institution.

**GOVERNMENTAL AFFAIRS AND EXTERNAL RELATIONS COMMITTEE:**

**Committee members present:** Trustees Dan Ravenel (chair), Cherry Daniel, Lee Mikell, and Joe Thompson. **Staff Liaisons present:** Shirley Hinson (Director of Government Relations) and Bobby Marlowe (Senior VP, Economic Development). **Others present:** Mike Haskins (Executive VP for Marketing and External Relations), Gibbon Miler (Assistant Director, Economic Development), Steve Osborne (Executive VP for Business Affairs), and Mike Robertson (Senior Director of Media Relations).

Trustee Ravenel presented the following committee report:

Minutes of the January 17, 2013 Committee meeting were approved.

**Budget Update:**

Steve Osborne reported that the budget is on track. The College will receive \$2 million for the Rita Hollings Science Center Renovation.

**Outreach Initiatives – Elected Officials:**

Shirley Hinson reported that approximately 125 guests attended the legislative reception in Columbia; 70 or so of the attendees were legislators. The total cost of the event was \$4,478.

Ms. Hinson asked the committee to think about the type of outreach event to be held in conjunction with the October Board meeting on October 17-18. Chairman Ravenel stated that projected cost and participation of various events should be considered. This issue will be an agenda item for the August committee meeting.

**Legislative Update:**

Ms. Hinson reported that the College's budget was passed in the House and has moved to the Senate. The Senate Finance Committee will take it up the week of April 30, and it should reach the senate floor two weeks later.

A document summarizing bills that may be relevant to the College, its students and/or its employees was distributed to the committee.

**Economic Development:**

Bobby Marlowe reported that he expects Boeing to grant at least another \$200,000 to the farm-to-school initiative spearheaded by the Public Health Program's Professor Olivia Thompson.

Boeing has announced that it will bring 2,000 more jobs to Charleston within the next eight years, with 1,000 of those jobs in information technology. Mr. Marlowe asserted that this news further increases the College's need to expand its computer science program.

The Office of Economic Development is working with Dean Fran Welch to explore the possibility of offering an early childhood development program to Boeing employees.

One hundred thirty people registered for the Supply Chain Management Summit in March. The Summit covered the costs with \$1,100 profit. The College's executives in residence Mary Armstrong and Jody Encarnation moderated the summit.

Marketing and Communications:

Mike Haskins reported that the current press coverage of the conversation surrounding a potential merger of the College and MUSC was inevitable yet under control. The message was communicated to the College community prior to the media release. There has not been much feedback on the social media platforms.

Mr. Haskins also reported that the Charleston Regional Development Alliance (CRDA) economic impact study release was very successful.

Grassroots Contacts:

Shirley Hinson asked the Trustees to review and update their list of legislative contacts.

**INFORMATION TECHNOLOGY COMMITTEE:**

**Committee members present:** Trustees Frank Gadsden (Chair), Cherry Daniel, and Dwight Johnson

**Committee members absent:** Trustee John Busch

**Staff Liaison present:** Bob Cape (Senior VP for Information Technology/CIO)

**Others present:** Priscilla Burbage (VP Fiscal Affairs), Deanna Caveney-Noecker (Associate Provost), Lynn Cherry (Speaker of the Faculty Senate), Erica Arbetter (President, Student Government Association), and Jordan Hensley (President-Elect, Student Government Association)

Trustee Gadsden presented the committee report:

The Information Technology Committee was called to order on April 18, 2013 at 7:50AM in Beatty 201 by Chair Gadsden. He noted that this is the initial meeting of the Committee as a standing Committee. Following introductions, Bob Cape presented several discussion and information items.

The making of the IT Plan for FY14 has been an extremely open-to-the-campus endeavor, centered on work of an appointed-for-the purpose IT Plan Committee comprised of faculty, staff and students and led by Jennifer Albrecht, an external facilitator from Collegiate Project Services. The IT Plan Committee identified and prioritized 52 candidate work projects. An IT Open Forum with all faculty and staff invited was well attended; it contributed quality discussion of the candidate projects. Ultimately, the IT Plan Committee urged that any available new IT recurring funding for FY14 be allocated across the 17 top priority projects. In turn, upon presentation of the IT Plan Committee report and the IT budget request that was wholly based on it, the Executive Steering Committee for IT accepted the report and the budget request. Planning for IT will be more strategic going forward, scaled to a multi-year planning horizon.

The IT campus wireless project is proceeding on schedule. The classroom technology upgrade project is also on schedule, completing 20 classrooms by June 30, 2013. Twenty-eight additional classrooms are scheduled for tech upgrade in FY14. All major IT projects are described and their progress is reported on the IT web pages.



Bob Cape reported several major accomplishments achieved as a result of new funding received for FY13, highlighting the appreciation of faculty and students for classroom equipment replacement/upgrade, for extended Help Desk hours of support nights and weekends, for the greatly increased Internet bandwidth, for additional seats in the highly-regarded Faculty Technology Institute, and more.

IT is monitoring legislative developments that derive from the Department of Revenue data breach. While nothing has been decided for certain, introduction of any change could represent imposition of more regulation and government control of information security at the College.

#### **INSTITUTIONAL ADVANCEMENT COMMITTEE:**

**Committee members present:** Trustees Marie Land (chair), Frank Gadsden, Larry Miller, and John Wood (via conference call). **Committee members absent:** Trustee Jeff Schilz. **Staff Liaisons present:** George Watt (Executive VP, Institutional Advancement), Chris Tobin (VP for Development), and Sheila Vanek (Administrative Assistant). **Volunteer Board Liaisons present:** Dr. Renee Anderson (Campaign Steering Committee), Steve Swanson '89 (Campaign Steering Committee), Chuck Baker '80 (President, Alumni Association), and J.J. Lamberson '93 (Cougar Club Board).

Trustee Land presented the following committee report:

Trustee Land opened the meeting with a reminder that the meeting notice had been posted and the press notified as required by the South Carolina Freedom of Information Act. Trustee Land called for the approval of the Committee minutes for the January 17, 2013 meeting.

George Watt provided an overview of the meeting agenda and objectives. He then asked Chris Tobin to present the fundraising results to the College for fiscal year 2013.

Mr. Tobin reported the following:

- New philanthropic commitments were approximately \$10.4 million, which represents over 68% progress toward the annual \$15.1 million goal;
- Total cash receipts to the 13 campus-wide Annual Giving Programs were \$1.55 million, which represents 58% toward the annual \$2.678 million goal. Included in that total is the College of Charleston Fund which has raised over \$845,000.

Mr. Tobin also shared recent outstanding gifts and donors in support of top campus priorities, including a new student-athlete fund, the Carter Real Estate Center in the Business School, and the College of Charleston Fund.

Mr. Tobin provided an update on recent fulfillment of existing vacancies in the Development Office. He reported that Ms. Peggy Cieslikowski and Ms. Kenton Barham were hired as Senior Development Officers, aligned to the School of Humanities and Social Sciences and the School of the Arts, respectively. Each will be assigned a geographic region of the U.S. to raise major gifts. Ms. Ann Treat '04 & '09 was hired as the Assistant Director of Parent Giving Programs and Ms. Jacee Brown was hired as the new Web Strategy Manager.

Mr. Steve Swanson '89, Dr. Renee Anderson and Mr. George Watt gave an update on the Campaign. \$44.5 million dollars has been raised toward the working goal of \$125 million. Two current areas of focus for the Campaign Steering Committee are to effectively prepare for an anticipated public announcement within the next year and to appropriately recognize Dr. Ted Stern who passed away after agreeing to serve as honorary Campaign Chair in December.

Mr. Watt provided a DRAFT process to outline steps for the Board's approval of philanthropic naming of buildings and schools on campus. The Institutional Advancement Committee agreed upon this suggested protocol, and Trustee Land will work with Mr. Watt and Chair Greg Padgett to integrate this into current Board protocol.

Mr. Watt provided an update on the Foundation's balance sheet as of March 31, 2013. He stated the endowment was \$63.5 million and total cash and investable assets exceed \$74 million.

Trustee Land acknowledged Chuck Baker '80 and J. J. Lamberson '93 who gave updates of the Alumni Association and Cougar Club, respectively, in support of the College's advancement efforts.

And finally, following the Committee Report, Trustee Land thanked George Watt and Steve Swanson '89 for their presentation of the Comprehensive Campaign to the Board.

Chair Padgett thanked Trustee Land for 25 years of dedicated service to the College.

#### **STUDENT AFFAIRS COMMITTEE:**

**Committee members present:** Trustees Demetria Clemons (chair), Don Belk, and Toya Pound.  
**Committee members absent:** Trustee Annaliza Moorhead. **Staff Liaisons present:** Jeri Cabot (Dean of Students and Associate VP for Student Affairs) representing Victor Wilson (Executive VP for Student Affairs). **Others present:** Erica Arbetter (President, Student Government Association), John Bello-Ogunu (Associate VP/Chief Diversity Officer), Kathryn Bender (Senior VP for Legal Affairs/General Counsel), Denny Ciganovic, Director of Career Center; Jordan Hensley (President-elect, Student Government Association), Susan Hartman (Executive Assistant to the Executive VP for Student Affairs), Deni Mitchell (Director for Strategic Initiatives and Faculty/Staff Resource Coordinator), Susan Payment (Director of Student Life), Marjorie Thomas (Associate VP for Student Affairs), Paul Verrecchia (Assistant VP for Student Affairs and Chief of Police), and Susan Hartman (Executive Assistant to the Executive VP for Student Affairs). Jeff "Falcon" Logue (Student Mentee to Trustee Don Belk) was also present.

Trustee Clemons presented the following committee report:

Demetria Clemons, Committee Chair, called the meeting to order at 2:25 p.m. noting that the meeting notice has been posted and the press notified as required by the Freedom of Information Act.

#### **Departmental Update – Career Center**

Denny Ciganovic provided an overview of the services, training, resources, and staffing at the Career Center. The center also operates as an HR department for student employee placement and documentation for approximately 1,500 students in 2,800 on-campus jobs.

Employers, both on-campus and off-campus, use the Cistern-On-Line recruiting service to attract student and alumni applicants.

#### Staff Update (Jeri Cabot)

- Marjorie Thomas, Associate Vice President for Student Affairs, has resigned and will assume the role of Dean of Students at William and Mary on July 1.
- Sarah Buchanan has been hired as the Director of Student Conduct and Case Manager effective June 1. She brings experience from UNC-Greensboro.

#### Announcements (Jeri Cabot)

- ExCel Awards was held on March 27.
- Student Activism and Leadership Achievement was held on April 17.
- Salute to Student Affairs - an annual division-wide staff recognition event will be held on May 16.
- Student Affairs Leadership Team Annual Retreat will be held June 27.

#### Graduate Student Association Update

Dr. Jeri Cabot provided the committee with a summary of the annual report which Martin Eberle, President, will present to the full board tomorrow. The summary included elections, research grants, growth of graduate student organizations and campus committee representation.

Trustee Clemons acknowledged Martin who spoke to the Board regarding the relationship of the College of Charleston and its students. Martin thanked Kathryn Bender for her guidance, and thanked the members of the Board of Trustees for their service to the College.

#### Student Government Association Update

Erica Arbetter introduced the newly-elected President Jordan Hensley to the committee. Erica reported that 2012-2013 was a strong year for SGA and credited the Executive Vice Presidents and President Benson for the accessibility and representation made available to student leaders.

Trustee Clemons acknowledged Erica who spoke to the Board regarding activities of the Student Government Association. Trustee Dan Ravenel recognized Erica for the emotional time during Dr. Stern's 100<sup>th</sup> birthday lunch in December. Her "Tribute to Dr. Stern" was remarkable, and Trustee Ravenel would like her remarks to be on record somewhere on campus.

Chair Padgett thanked Erica for her service as President of the Student Government Association. Also, he thanked Trustee Philip Bell for his years of service as a member of the Board of Trustees.

*[Lunch at 12:10 p.m. Dean Auerbach's Power Point Presentation during lunch.]*

### **SCHOOL OF SCIENCES AND MATHEMATICS UPDATE:**

Dean Mike Auerbach updated the Board on activities of the School of Sciences and Mathematics. Dean Auerbach spoke regarding the current composition of the School of Sciences and Mathematics and demographics of students. It is one of six schools at the College with 140 majors. The School's goals include:

- Enhance teaching and research linkages to the private sector,
- Enhance agency, foundation, and donor support, and
- Encourage tech transfer, entrepreneurship, and IP protection

### **NEW BUSINESS:**

Elizabeth Kassebaum briefed the Board on a number of housekeeping items:

- Proposed 2014 Board Meeting Dates:
  - Thursday, January 30, and Friday, January 31
  - Thursday, April 10, and Friday, April 11
  - Monday, June 9 (Columbia)
  - Thursday, August 7, and Friday, August 8
  - Thursday, October 16, and Friday, October 17
- Tentative date for new Board Member Orientation:
  - Tuesday, June 18, and Wednesday, June 19
- Tentative date for two-day Board of Trustees/EVP Retreat:
  - Thursday, August 15, through Saturday, August 17  
(some two-day combination during this time period)
- Board Seat Candidate Elections will be held on May 1.
- Elizabeth informed the Board that she plans to attend the AGB Regional Meeting on “Getting Governance Right: Responding Effectively to Challenges and Opportunities” on Thursday, May 2, in Charlotte, North Carolina. She asked Board members to email Betty Craig if they're interested in attending the meeting.
- Elizabeth called the Board members' attention to the “List of Special Events” at their places.
- Elizabeth reminded Board members that Travel Vouchers and Board Meeting Surveys are at their places.
- And finally, Elizabeth informed the Board that she will be leaving shortly to attend the AGB National Conference on Trusteeship in California. She was asked to be a presenter for the Concurrent Session: Tools for More Effective Boards.

Trustee Jeff Schilz recommended that next year's April Board meeting be planned around “Accepted Students Weekend” which is normally held in late March. Everyone agreed and Elizabeth Kassebaum will distribute the new date as soon as it is confirmed.

*[Break at 1:10 p.m.]*

*[Meeting resumed at 1:20 p.m.]*

**The motion was made by Trustee Lee Mikell, and seconded by Trustee Jimmy Hightower, to go into Executive Session at 1:20 p.m. (1) to consider candidate(s) qualification for Commencement Speaker and candidate(s) qualification for honorary degree(s) at December 2013 Commencement Ceremony; (2) Legal Counsel will consult and provide legal**

**advice on litigation, including actual and potential legal claims; and (3) Discussion of Contractual arrangements and proposed purchase/lease of properties. All in favor.**

First, Chair Padgett asked the following staff members, in addition to the President, to remain and attend the Executive Session: Mike Haskins, George Hynd, Elizabeth Kassebaum, Brian McGee, Steve Osborne, George Watt, Kathryn Bender, Laura Lageman (representing Joe Hull), and Betty Craig.

*[Laura Lageman left Executive Session at 1:35 p.m.]*

*[Trustee John Wood left conference call at 1:50 p.m.]*

**The motion was made by Trustee Marie Land, and seconded by Trustee Jimmy Hightower, to come out of Executive Session. All in favor.**

*[Regular session resumed and everyone returned to the Boardroom.]*

Chair Padgett noted for the record that no action was taken during Executive Session.

**A motion was made by Trustee Frank Gadsden, and seconded by Trustee Dwight Johnson, that Anita Zucker be approved as the Commencement Speaker at the December 2013 Commencement Ceremony. Chair Padgett called for the yeas and nays, and the motion passed unanimously by voice vote.**

**A motion was made by Trustee Marie Land, and seconded by Trustee Larry Miller, that Nigel Redden be approved to receive an honorary degree at the December 2013 Commencement Ceremony. Chair Padgett called for the yeas and nays, and the motion passed unanimously by voice vote.**

**A motion was made by Trustee Jimmy Hightower, and seconded by Trustee Larry Miller, that the meeting be adjourned at 2:00 p.m. All in favor.**