

COLLEGE OF CHARLESTON

BOARD OF TRUSTEES

President's Board Room

College of Charleston

Charleston, South Carolina

July 25, 2003

8:30 a.m.

Presiding:

Members of the Board in attendance:

Robert S. Small, Jr., Chairman

Mr. Donald H. Belk

Mr. J. Philip Bell

Mrs. Charlotte L. Berry

Dr. L. Cherry Daniel

Mr. James F. Hightower

Mr. William D. Johnson

Mrs. Marie Land

Mr. Robert W. Marlowe

Mr. F. C. McMaster

Mr. Lawrence R. Miller

Mrs. Annaliza Oehmig

Moorhead

Mr. J. Vincent Price, Jr.

Mr. Y. W. Scarborough, III

Mr. Joel H. Smith

Mr. Joseph F. Thompson, Jr.

Others in attendance: President Lee Higdon; Drs. Andrew Abrams, Senior VP for Strategic Planning/Administration; Jeri Cabot, Acting Senior VP for Student Affairs; Elise Jorgens, Provost; William Lindstrom, VP for Enrollment Management; Susan Morrison, Associate Provost; and Sue Sommer-Kresse, Senior VP for Institutional Advancement; Messrs. Jerry Baker, Executive Athletic Director; Fred Daniels, Senior VP for Executive Administration and Institutional Resources; Daniel Dukes, Senior VP for Governmental Affairs; Greg Evans, VP for Development; Sam Jones, Director of Budgeting and Payroll Services; and Gary McCombs, Senior VP for Business Affairs; Mses. Priscilla

Burbage, VP for Fiscal Services; Virginia Friedman, VP for Strategic Communications; Elizabeth Kassebaum, VP for College Projects and Secretary to the Board of Trustees; Chris Schlosser, Special Assistant to the President for Special Projects; and Monica Scott, VP for Facilities Planning; also Mr. Daniel Ravenel, President, College of Charleston Foundation; Ms. Leigh Handal, President-Elect, Alumni Association Executive Board; and Mr. Roy Snipe and Mr. Mike Robertson of the College Relations and Media Communications Office.

(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).

The regular meeting of the College of Charleston Board of Trustees was called to order at 8:30 a.m. by Chairman Small.

Chairman Small called for approval of the minutes. It was moved (Land) and seconded (Miller) that the minutes of the April 8, 2003, Board of Trustees meeting and the minutes of the June 9, 2003 Special Meeting be approved. All approved.

President's Report

President Higdon thanked Chairman Small for hosting the great social event last evening for the Board at his Isle of Palms beach house.

President Higdon noted that this is the first meeting of the new fiscal year, and he expressed thanks and appreciation to the members of the Board for all they have done for the College. The four regularly scheduled Board meetings, the September Board Retreat, and the two special Board meetings made for a very busy and productive year.

Dr. Shirley Malcom of the American Association for the Advancement of Science was the speaker for The Graduate School Commencement Ceremony on Saturday, May 10, 2003. Approximately 180 degrees were awarded. Mr. Terry McGraw, President and CEO of McGraw Hill Companies, delivered the Commencement address to 1,462 undergraduates on Sunday, May 11, 2003, and Mr. Guy Beatty received an honorary degree. This is 262 more graduates than ever before, making it the largest graduating class in the history of the College.

The winter Commencement this year will be held on Sunday, December 21, 2003, at the North Charleston Coliseum. Due to the requirement of the academic calendar, Commencement will not be on Mother's Day next year – instead it will be on Sunday, May 16, 2004.

President Higdon talked about the responses received from parents of our students concerning the letter announcing the tuition increase. Approximately 10,000 letters were mailed, and we received only two replies. One handwritten reply was complimentary to the College. They were sorry about the increase in tuition, but thanked the College for maintaining high standards to ensure the best possible education for their child. The other response was critical of the decision. We interpret the lack of responses to be an understanding of why the increase is necessary. President Higdon thanked Virginia Friedman and her team for an outstanding job in presenting the reasons for the increase.

President Higdon briefed the Board on some enrollment issues. He reported that we are trying to make some projections for returning students, and it looks like we are going to be down 70 some students over Fall 2002. The current average SAT score of the entering freshmen from South Carolina is V-604 and M-595. Continuing students are down, but freshmen are up. A complete picture will be presented at the October Board meeting. We are going after the best students in the state. A full-time admissions counselor will be added to cover the upstate area and also North Carolina and Georgia. There are some strong schools that don't know enough about the College of Charleston. Also, one counselor will be added for out-of-state recruitment. There are good public high schools looking for good schools like the College of Charleston, and we need to get the word out. We must make our institution more competitive so we can pull in the best out-of-state students. Scholarships are a big challenge for us in trying to stay financially competitive. More money has been put in the budget for the SETA program – the amount a student can earn has been raised significantly from \$2,000 last year to \$3,000 this year. Also more job opportunities are available through this program.

There's a waiting list of approximately 140 students who have been accepted for admission, but they have not been offered a place in a residence hall. Residence Life proposed, and we have approved, a plan to use the College Lodge for the fall semester only to accommodate these students. The Lodge is available due to the delay in the construction of the School of the Arts Building expansion.

This summer, Berry Hall had a complete makeover. The toilets and sinks have been replaced in all rooms, the tubs have been repaired, the carpet has been replaced with tile, and new lighting has been installed in the Commons rooms. All rooms have been painted and are being wired for cable tv and computer use.

65 Coming Street is no longer being used as a residence hall, instead it has been converted to faculty offices.

The upper two floors of the building on the corner of St. Philip and Wentworth Streets, AKA Yo Burrito (new School of Education Building), also have been converted to faculty offices.

The HVAC system has been upgraded at the Johnson Center. The new equipment was selected for its versatility and portability and will be moved to the new arena.

Construction on the new tennis center has begun, and the soccer field drainage problem is being addressed.

Significant work has been done on the Science Center. Air flow, interior humidity and mold problems have been remediated. The carpet has been removed and the floors have been tiled in the faculty offices and lecture rooms, known as the pits.

The new parking garage on St. Philip Street is open. Public Safety and Mail Services are located on the first floor. Both offices now have centrally located permanent homes.

At the Senior Staff Retreat in June we talked about the past year. Another retreat has been scheduled for September 1, and we will talk about this year and how these objectives tie into the 4th Century Initiative.

The College of Charleston and the Medical University of South Carolina received a major matching grant

to be funded by the South Carolina Lottery. The award is for \$4 million – to be matched with \$4 million. The joint proposal, “Research Centers of Economic Excellence Program,” was reviewed by an independent outside committee and was approved by the Commission on Higher Education. Our proposal will support at least two professorships, one at the senior level and one at the more junior level. The area of research will be Marine Environmental Genomics. The College is the only non-research university that participated. Dr. Norine Noonan will discuss this joint effort at the October Board meeting.

A draft proposal has been developed for an undergraduate interdisciplinary program of study that merges information theory, mathematical and computational techniques. Informatics Study in Science or Knowledge Discovery in Datasets (KDDs) will integrate mathematics and computer science.

The College of Charleston received an \$89,000 grant from the Ewing Marion Kauffman Foundation, one of the largest Foundations in the world, to establish The Kauffman Consortium for Liberal Education and Entrepreneurship. The Consortium will serve to encourage liberal arts and sciences colleges and universities to infuse entrepreneurship into the framework of a liberal arts and sciences education and to create collaborative ventures with schools of business.

Chairman Small noted that the President’s Report is about the pursuit of excellence, housing, and new programs. It exudes the vision that President Higdon has brought to the College of Charleston, which gives us a wonderful sense of progress.

Chairman Small asked President Higdon about the target for enrollment. President Higdon responded that new students, freshmen and transfers are about 2,500. As part of the 4th Century Initiative, new student enrollment will be reduced by 300 over four years – in other words, it will be reduced by 75 a year beginning this year. We have been sensitive about trying to maintain the size of the student body. We are trying to make projections as we improve quality and the impact it will have on retention. Two years ago the retention rate was 79%, now it is 85% -- a good improvement. The new freshmen number is constant. Transfers is the number that we have to review.

Mrs. Land asked if we have analyzed how long it is taking students to graduate? President Higdon noted that the retention rates are unacceptable, and we are going to improve them. The Advising Center has had a big impact on the figures.

Mrs. Berry asked if we have exit interviews to see why these students are leaving? President Higdon noted that we know, in some cases, that they leave because they are having academic difficulties. For other students, we don’t know why. Bill Lindstrom noted that when students request transcripts to transfer to another school, they are given a survey asking why they are leaving.

Dr. Daniel asked how many students in the College Lodge are freshmen? Jeri Cabot replied that almost all of them are freshmen.

Finance Committee:

Trustees Larry Miller (chair), Bill Scarborough and Joe Thompson attended the meeting. They were

joined by members of the Business Affairs Staff -- Gary McCombs, Priscilla Burbage and Sam Jones. Others included Elise Jorgens, Fran Welch, Hugh Wilder, Andrew Lewis and Daniel Dukes.

Mr. Miller reported that at the committee meeting Sam Jones reviewed the budget adjustments for the June 30, 2003 Financial Statements (2nd Closing) as shown on the foldout sheet at Tab III of the Board Booklet. Items of interest included Line 3 (Adjunct Pay) and Line 16 (Capital used for renovation of three fraternity houses).

The Finance Committee moved that the budget adjustments to the June 30, 2003 Financial Statements (2nd Closing) be approved as presented behind Tab III of the Board Booklet. All approved.

Mrs. Burbage reviewed with the Finance Committee the proposed Professional Development in Education Incentive Program emphasizing the potential for building relationships with the school districts as presented at Tab III of the Board Booklet. Cherry Daniel noted that this is the most creative package by any Board in the state. It is a great incentive for school districts, and it will market the College in the upper part of the state.

The Finance Committee moved that the Professional Development in Education Incentive Program be approved as outlined at Tab III of the Board Booklet. All approved.

Mr. Miller reported that Gary McCombs reviewed two bond issues that have occurred since the last Board meeting as shown behind Tab III of the Board Booklet.

Mr. Miller informed the committee that the Finance Committee held a working meeting on July 14 to review the proposed 2003-2004 budget. He commended Gary McCombs, Sam Jones and Priscilla Burbage for their great work.

Mr. Miller asked the Board to review the Thumbnail Synopsis behind Tab III of the Board Booklet. There are no new programs, but there is funding for a salary increase of 2% for employees making over \$30,000 and 2.5% for employees making \$30,000 or less.

The Finance Committee moved that the 2003-2004 budget be approved as presented behind Tab III of the Board Booklet to include funding for a pay increase of 2.5% for permanent employees making \$30,000 or less and 2% for permanent employees making more than \$30,000. This raise will be effective August 16, 2003. All approved.

The Finance Committee moved that beginning with FY 2004-2005, the annual budget be presented in concert with the setting of tuition and fees and be done prior to the beginning of the fiscal year. All approved.

Facilities Committee:

Trustees Creighton McMaster (chair), Jimmy Hightower, Dwight Johnson and Bobby Marlowe attended the committee meeting. Also attending were Monica Scott and Susan Morrison.

Mr. McMaster asked Monica Scott to give an update of the Facilities Committee Report.

Mrs. Scott reported that construction of the library continues to progress. Stucco is being applied to the exterior, the copper roof on the dome is being installed, the revolving doors are being set, and interior sheetrock is being hung. Completion of the project is scheduled for Spring 2004.

The Science Center will begin programming for the new facility and the renovation of the existing Science Center.

The bid opening for the construction of the School of Business was held on July 16. Newton Builders was the low bidder at a price of \$7,875,000. The total project cost is \$9,000,000. The College is looking at ways to make potential cuts on the project. The target completion date is next fall.

The College advertised for architectural services for the design of the School of Education. Fifteen firms responded. The selection committee is evaluating the resumés and will begin interviews within two weeks.

The College has received all state and city approvals to demolish the College Lodge. There will be a three-month demolition time. The rebuild of the facility is expected to house 194 upperclassmen in addition to the expanded Wellness Center on the first floor.

As reported at an earlier meeting, the College will discontinue its conferencing activity at the end of this calendar year. Its space on the second floor of the Lightsey Center, as well as some space on the first floor, will be used to develop a Student Services Center that will include the following departments: Registrar, Advising, Career Services, Financial Aid and Disability Services. Cherry Daniel asked about plans for a facility for outside group meetings. President Higdon suggested the Tate Center. He noted that the expansion of the School of the Business will present some opportunities and that we are not giving up all conference facilities.

The motion was made (McMaster) and seconded (Thompson) that the name of the Arena project be changed to the College of Charleston Athletics Complex. All approved.

Student Affairs Committee:

Trustees Marie Land (chair) and Don Belk were joined by Willette Burnham, Associate VP for Student Affairs; Stephanie Dyjack, Residence Life; Bruce Dyjack, Student Life; Nicholas Glover, SGA President; and Jeri Cabot.

Mrs. Land reported that the Wellness Community is thriving after one year. Fifty percent of the residents have elected to return to the houses for the coming year. Other living communities include: Honors, Spanish, French, SCAMP (Minority students majoring in math or science).

For the First-Year Student Programming Schedule, the Department of Student Life and other departments in the Division of Student Affairs have created a line-up of programming geared toward entering students. Over 30 events are planned.

As of July 1, 2003, four new departments have joined the Division of Student Affairs: Campus Recreation Services, Center for Disability Services, Career Services, and Intercultural Programs.

Willette Burnham was introduced to the committee as the new Associate Vice President for Student Affairs. Ms. Burnham is currently coordinating the opening of the Multicultural Center located on Calhoun Street. The Student Affairs Committee plans to hold its January meeting in the Multicultural Center.

Mrs. Land reported that the College Lodge will be offered to students on the housing waiting list. These are students who did not submit a housing application by the April 1 deadline. There are approximately 138 students on this waiting list. These students will be worked into other residence halls for Spring 2004 as beds become vacant.

Renovations on the Stern Student Center are scheduled to begin in the summer of 2004.

Congratulations to the Substance Abuse Services offices for receiving its fifth year of funding from the South Carolina State Office for Alcohol Education. The substance abuse team, headed by Guy Ilagan, has received funding from the State office to present its "Better Things to Do" initiative in Columbia and Austin, Texas.

The Association of Student Judicial Affairs has selected the College to be the host of a student-oriented conference on Honor Code Systems on October 3-4, 2003. The theme of the conference is "Communities of Trust."

Statistics were distributed to the committee that revealed various patterns of information about off-campus disturbances caused by the students. The top five "problem" downtown residences were identified as well as the percentages of disturbances by gender, year in school and in-state vs. out-of-state status. (Detailed information is located behind Tab V of the Board Booklet).

Institutional Advancement Committee:

Trustees Charlotte Berry (chair), Philip Bell, Vincent Price and Joel Smith were joined by staff members Sue Sommer-Kresse; Greg Evans; Melissa Emmett, Director of Annual Giving; Meghan Fossum, Director of the 1770 Society; Karen Jones, Director of Alumni Services; and Becca Sherman, Director of Stewardship.

Mrs. Berry noted that the opportunity of a Capital Campaign in the future was discussed at the last Board meeting. They are now gearing up for an opportunity to begin the ground work of the campaign, and three new staff people have been added to the team effort.

Dr. Sommer-Kresse updated the committee on the Institutional Advancement organizational structure and staff updates as recommended by the Andrew Krouse Report of April 29, 2002. A copy of the report is located behind Tab VI of the Board Booklet.

The Krouse Report included nine major recommendations. Four of the recommendations have been completed, and the remaining recommendations will be completed by the end of this fiscal year.

Mr. Evans gave the committee a review of the Major Gift Officers' goals for July 1, 2003 through June 30, 2004. These goals included personal calls, personal asks, individual monetary goals, and a call report system. (Detailed information can be found behind Tab VI of the Board Booklet).

Mr. Evans also gave the committee a review of the fundraising goals for building funds and scholarships, emphasizing scholarships as the top priority, as presented behind Tab VI of the Board Booklet.

Mrs. Berry reported that Meghan Fossum, the new director of the 1770 Society, informed the committee that the Society's materials are ready, and they're getting many of them back. She stressed the Society's need for 100% participation from the Board. It is a great idea, and she hopes the Board members will turn in their pledges or checks today.

Dr. Sommer-Kresse gave the committee an update on the status of Dixie Plantation. We are working with the College's master planners to come up with the most viable, long-term, possibly self-sustaining plan for the property. More information will be provided at the October Board meeting.

Dr. Sommer-Kresse and Mr. Evans recommended to the committee that a joint committee be established to review the College's naming opportunities and endowment fund levels. A committee will be appointed right away.

Mrs. Berry reiterated the goals of the 1770 Society: (1) Strengthen Annual Fund, (2) Build Affiliation and Networking, and (3) Recognize Leadership Donors, and asked the Board to please get their pledge cards or checks to her for the 1770 Society.

Mrs. Berry thanked Sue, Greg and everyone working with them.

Dr. Daniel asked about the Alumni Survey. Mrs. Berry responded that the survey has been completed, but the statistical information is not ready yet. President Higdon noted that the survey was designed to help with the Strategic Plan for the Alumni Association and Institutional Advancement. Dr. Sommer-Kresse reported that the consultant conducted the phone survey in two weeks. The strategic planning process will begin in September.

Academic Affairs Committee:

Trustees Cherry Daniel (chair) and Don Belk attended the meeting, along with Dr. Susan Morrison and Dr. Elise Jorgens from Academic Affairs. Others in attendance included Pamela Anastassious, Registrar; Rew Godow, Director, Lowcountry Graduate Center; Rick Heldrich, Professor of Chemistry and Director, Undergraduate Research Program; William Lindstrom, VP for Enrollment Management; Andrew Lewis, Professor of Physical Education and Director, Professional Development in Education Incentive Program; Frances Welch, Dean, School of Education; and Dr. Hugh Wilder, Professor of Philosophy/Religious Studies and Speaker of the Faculty.

Dr. Daniel reported that the meeting began with the introduction of Dr. Elise Jorgens, the new provost; and Pamela Anastassious, the new registrar.

Dr. Morrison informed the committee that the 2003 New Student Convocation will be held on Monday, August 25, 2003, in the Kresse Arena. Mr. Steve Olson, noted science writer, journalist and editor, will be the speaker. His book, "Mapping Human History," was sent to the incoming students, along with a reading guide. The Convocation will follow the same format as last year but with greater ceremony associated with the gathering in the Cistern Yard. Numerous activities are planned during Mr. Olson's visit and during the academic year relating to the book.

Dr. Heldrich presented to the committee a report on the Undergraduate Research Initiative, which is a part of the Fourth Century Initiative. He briefly described the activities of the first year which began with the establishment of the initiative and a search that culminated in him being named the first Director of the program. A summary of the research projects can be found behind Tab VII of the Board Booklet.

Dr. Lindstrom presented to the committee the Enrollment Management report, noting that they are very involved in retention and improving graduation rates. This includes a search for a staff person to oversee the First-Year Experience and the planned relocation of all Student Services (e.g., Registrar, Advising, First-Year Experience, Orientation, Career Services, and Financial Aid) together on the first and second floors of the Lightsey Center. Academic Advising is being enhanced through the addition of 28 academic advisors (14 for this year and 14 more in the future) and "intrusive advising" for students experiencing academic difficulties. Dr. Lindstrom discussed the data in his report, noting that undergraduate enrollments are projections only thus far, but that it looks like enrollments will come close to projections (within 50 to 75); that the average SAT is running about 20 points above last year at the same time; that the number of returning students looks like it will be down, but this may be a function of higher graduation rates; the retention rate from freshman to sophomore year is up; and the number of students on probation is at 6% which is the lowest it has been in 20 years.

Dr. Lewis, who served as chair of the Physical Education Department for years and is now the newly appointed Director of the Professional Development in Education Incentive Program, presented to the committee a report on the program. Currently, there are 74 courses in 11 different jurisdictions which are approved for Fall 2003 and another four are being developed, which will place the numbers ahead of last year's 72 courses. The staff has been doing site visit conferences with school districts throughout the state to discuss their possible partnership with the College of Charleston.

Dr. Godow, who heads the North Area Campus, talked to the committee about the Lowcountry Graduate Center. He noted that a needs assessment was completed showing the need for a few doctoral programs, especially in education, and some masters programs, but the center was unfunded by the State and progress had been slow because the three institutions (MUSC, The Citadel, and College of Charleston) had other financial priorities. Therefore, we will hold off on this initiative.

Dr. Lindstrom gave the committee a report on the Student Employment Tuition Assistance (SETA) program, providing on-campus jobs to students who meet specific criteria. Last year, 70 students participated. This year, the cap on earnings will be raised from \$2,000 to \$3,000, with funds available to small departments who can't meet their expected \$750 contribution. Currently, more jobs are listed on-line than at this time last year.

Athletics Committee:

Trustees Philip Bell (chair), Dwight Johnson, Bobby Marlowe, Vincent Price, and Jimmy Hightower attended the committee meeting, along with Athletics staff Jerry Baker; Tony Ciuffo, Media Relations; and Mark Steelman, Men's Golf Coach.

Mr. Bell informed the Board that the Athletics Committee will present a motion to update the Athletics Department's Mission Statement. The wording, with changes highlighted, can be found behind Tab VIII of the Board Booklet. The language was suggested by the NCAA, and the committee voted to accept it

as a suggestion by the authorities.

The Athletics Committee moved that the new Athletics Department's Mission Statement be approved as presented. All approved.

The committee reviewed the grading report for Spring Semester 2003 and Academic Year 2002-03. The report shows that our athletes are scholars as well. Ten teams earned GPA's above college undergraduate GPA average of 2.89 for Spring 2003. Two hundred three (59%) athletes achieved GPA's above school average of 2.89.

The committee reviewed the new Cougar Card Club system. It was decided that the Athletics Department would delay implementation of a new system now, and instead focus on funding of the new Athletic Center and revisit the Cougar Card Club system and other fundraising issues at a later date.

Mr. Steelman gave the committee a report on the golf team. For the third year in a row the team has qualified for the NCAA Tournament.

Governmental Affairs Committee:

Trustees Joe Thompson (chair), Charlotte Berry, Larry Miller, Bill Scarborough, and Tex Small attended the meeting, as well as Daniel Dukes and President Higdon.

2003 Legislative Summary was mailed to all Board members.

Mr. Dukes discussed with the committee future legislative issues involving higher education. No major legislation affecting higher education was passed by the General Assembly this year.

Mr. Thompson recommended that all Board members make themselves available to meet with legislative friends throughout the year. Our local congressional and legislative delegations will be invited to the Board Dinner in October.

4CI/Strategic Planning Committee:

A meeting was not necessary at this time, and the meeting was cancelled. There will be a report on the progress of the Strategic Plan at the October Board meeting.

New Business:

Mr. Small asked Elizabeth Kassebaum for a report on 2004 meeting dates and the distribution of information.

The following dates were approved for the 2004 Board of Trustees Meetings:

Thursday, January 8, and Friday, January 9

Thursday, April 22, and Friday, April 23

Monday, June 28, and Tuesday, June 29

Thursday, October 28, and Friday, October 29

Mrs. Kassebaum discussed with the Board their preferences for Board information distribution. To minimize the number of mailings sent to the Board, they agreed that media information will be distributed (by mail) monthly unless there's an urgent matter and then it will be faxed to them.

Chairman Small made the motion to take a break at 10:40 a.m. All approved.

Meeting resumed at 10:55 a.m. Chairman Small announced that before going into Executive Session, President Higdon would like to make a presentation.

President Higdon reported that Andy Abrams has had numerous job responsibilities, and he expressed how much Andy has meant to this institution. Andy has done a phenomenal job as provost and because of his long-time commitment to this institution, we are looking forward to his new responsibilities as Senior Vice President for Strategic Planning and Administration. President Higdon presented Andy with a black Alumni chair as a small token of appreciation.

Mr. Abrams was truly surprised and said he was honored to have worked at the College for 17 years. He welcomed his newest colleague, Elise Jorgens, and thanked everyone.

Chairman Small made the motion, and Mr. Thompson seconded, to go into Executive Session at 11:00 a.m. All approved.

Executive Session ended at 12:15 p.m. and the meeting resumed.

It was moved (Land) and seconded (Thompson) that Michael Del Priore be selected as the artist for the head and shoulder oil portrait of Joel Smith. All approved.

Chairman Small stated that the Ad Hoc Bylaws Committee (Tex Small, Joel Smith, Bobby Marlowe, Marie Land and Joe Thompson) will meet before the October Board meeting to finalize the revised Board of Trustees Bylaws.

Chairman Small called on Dr. Keith Kirkland, president of the Neighborhood Consortium, for his report. Dr. Kirkland noted that the Neighborhood Consortium is a group of presidents in the downtown area that comes together once a month to discuss issues regarding the neighborhoods.

Dr. Kirkland requested an enrollment cap two years ago and is very pleased that there is one now. He would like the College's enrollment to remain at the present level. The relationships with the neighborhoods and the College have improved dramatically. There always will be certain contentious issues because it is difficult to please everyone all the time.

Issues for the neighborhoods include:

1. Satellite Parking: The College has made a good effort to help rectify the parking situation, and he encourages them to continue to do so.
2. Dormitories: It is best for the City when as many students as possible are in the dorms. This helps ease the parking problems.

3. Student Behavior/Activities: The College is making an effort to keep things in control. There have been fewer complaints. Bill Anderson's position is so valuable. He was a tremendous help in working with the neighborhoods. They are still working on the garbage problem. The website has been terrific. Dr. Kirkland would like to see that continue.

Dr. Kirkland reported that the College has involved the neighborhoods in the Arena project from the beginning. All neighborhoods were asked their opinions. The 16 games held there have a negligible impact on the neighborhoods. There is no problem with keeping it on George Street. The input he has received from adjacent neighborhoods is that the College is working hard to make the impact as light as possible. They would like to see the work continue.

President Higdon noted that Elizabeth Kassebaum will serve as liaison between the City and the College and will attend regular neighborhood consortium meetings.

Mr. Smith thanked Dr. Kirkland for his leadership among the neighborhoods and his approach that has made it an easy road for the College.

President Higdon noted that Jeri Cabot and her staff have worked hard, and also that Dr. Kirkland has been a big help to the College. This is a multi-step process with Monica Scott, Jeri Cabot, and Elizabeth Kassebaum working with Dr. Kirkland.

At 12:30 p.m. the Board moved to the Cistern for photographs. At 12:50 p.m. they returned to the Board Room for lunch and a Power Point presentation of the newly created Board of Trustees website by Sean Green, webmaster. The website address is www.cofc.edu/trustees

There being no further business, it was moved (Land) and seconded (Smith) that this meeting of the Board of Trustees be adjourned. All approved.

Meeting adjourned at 1:10 p.m.