

**COLLEGE OF CHARLESTON
BOARD OF TRUSTEES**

President's Board Room
College of Charleston
Charleston, South Carolina

October 20, 2006
8:30 a.m.

Presiding:
Robert W. Marlowe, Chairman

Members of the Board Present: Mr. Donald H. Belk, Mr. J. Philip Bell, 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 Land, Mr. G. Lee Mikell, Mr. Lawrence R. Miller, Mr. Y. W. Scarborough, III, Dr. Sam Stafford III, Mr. Joseph F. Thompson, Jr., and Mr. John B. Wood, Jr.

By Conference Call: Mrs. Annaliza O. Moorhead

Trustee Emeriti Present: Mrs. Sylvia Harvey

Others in attendance: President Conrad Festa; Drs. Elise Jorgens, Provost; Amy McCandless, Interim Dean, Graduate School; and Sue Sommer-Kresse, Senior VP for Institutional Advancement; Messrs. Jerry Baker, Athletics Director; Bob Cape, Senior VP for Information Technology/Chief Information Officer; Fred Daniels, Senior VP for Executive Administration; Daniel Dukes, Legislative Liaison; Greg Evans, VP for Development; Mike Haskins, VP for Marketing; Jack Huguley, Director, Alumni Relations; Sam Jones, Director of Budgeting and Payroll Services; Jeff Kinard, President, Alumni Executive Board; Steve Osborne, Senior VP for Business Affairs; and Victor Wilson, Senior Vice President for Student Affairs; Priscilla Burbage, VP for Fiscal Services; Virginia Friedman, VP for Strategic Communications; Elizabeth Kassebaum, Secretary to the Board of Trustees; Gail Long, Internal Auditor; Monica Scott, VP for Facilities Planning; and also Dr. Robert Mignone, Speaker of the Faculty; Ms. Jacqui Barry, President, Student Government Association; 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 Marlowe.

Chairman Marlowe introduced several new employees:

- (1) Cathy Boyd was appointed Registrar on July 1, 2006, after serving as Interim Registrar for the past year. Cathy has served in various positions in both the Registrar's Office and Academic Affairs at the College for seven years, including Assistant Registrar for Registration, Scheduling, and Course Inventory and Assistant Registrar for Student Records. She has a bachelor's degree in Journalism from UNC-Chapel Hill and began her early career as a retail buyer.
- (2) Nicki Loos was appointed Interim Director of Sports Marketing on August 1. Nicki received her bachelor's degree in Business Marketing from Austin Peay State University, where she also received her master's degree in Sports Administration.
- (3) Amy Thompson McCandless became Interim Dean of the Graduate School and Associate Provost for Research in July 2006. Dr. McCandless received her A.B. degree in history from Sweet Briar College in Virginia, her M.B.A. in personnel from the University of South Carolina, and her M.A. and Ph.D. in modern British social history from the University of Wisconsin. She began working at the College of Charleston as one of the editors of *South Atlantic Urban Studies* in 1976 and has taught full-time in the History Department since 1981. From January 2001 to June 2006, she served as Associate Provost. As Interim Dean of the Graduate School and Associate Provost for Research, she hopes to increase the visibility of the College's Graduate School offerings, both regionally and nationally, to promote opportunities and funding for individual and collaborative graduate student research, and to increase faculty development opportunities.
- (4) Monica Pawlowski was named Acting Executive Director of the Cougar Club on October 3, 2006. Ms. Pawlowski replaces Anita van de Erve, who has accepted a position as Associate Director of Alumni Relations at the College. Monica, in her 11th year with the Cougar Club, has served as Director of Athletics Development for the past four years. She received her bachelor's degree in 1989 in Psychology from the College of Charleston, and she is married to John Pawlowski, the College's head baseball coach.
- (5) Sandy Powers serves as Associate Vice President and Academic Liaison. She was appointed to this position in July 2006, and she is also an Assistant Professor of Mathematics at the College of Charleston. Sandy taught in the Department of Mathematics from 1974 to 1984. She became Assistant Dean of Undergraduate Studies in 1984, Associate Dean several years later, and subsequently, the Dean of Undergraduate Studies. In 2006, she became Associate Vice President and Academic Liaison.
- (6) Steve Osborne will begin as Senior Vice President for Business Affairs on November 1. Steve comes to the College from the State Budget and Control Board where he has served as Chief of Staff for the last five years. He had management responsibility over the six divisions of the Board. Prior to being Chief of Staff, Steve was Director

of the Budget and Analyses Division. Steve, a native of Florence, South Carolina, has a B.A. from the College of Charleston, a Master of Public Service from Western Kentucky University, and a Master of Business Administration from the University of South Carolina.

- (7) Anita van de Erve is a native Charlestonian and a member of the Class of 1970 at the College of Charleston. As Associate Director of Alumni Relations, Anita is responsible for identifying, developing and implementing alumni engagement programs and events in conjunction with the Athletics Department and the Cougar Club. Before joining the Alumni Relations Office, Anita was Executive Director of the Cougar Club for 18 years.
- (8) Allura Henderson began as the Major Gifts Officer on Tuesday. Ms. Henderson comes to us from The Sophia Institute of Charleston, and was a sales associate for Durham Realtors, in Old Lyme, CT. She received a B.A. in Inter-Cultural Studies with an emphasis on foreign language and history from Principia College. Most importantly, her daughter Helen Day Johnson, graduated from the College of Charleston in 2005.
- (9) Jonathan Evans has served as the Associate Director of Athletics for Development since Monday. At the University of California-Berkeley, Mr. Evans was the Assistant Athletics Director, Ticket Ops, and Donor Relations, Director of Annual Fund and Special Projects, and Assistant Director of Ticket Operations. At Bucknell University, he was Assistant Athletic Director for Development. At the University of Maryland, he was Associate Athletic Director/Executive Director for the Terrapin Club. Jonathan received a B.S. degree in Business Administration from Humboldt State University and a M.A. in Sport Management from Appalachian State University.
- (10) Patrice Prince is the new Associate Vice President for Student Affairs. She has the administrative oversight of Student Life (which includes 150 student organizations such as Greek Life, Student Government, Student Publications, and the Cougar Activities Board), the Multicultural Student Center, Multicultural Student Programs and Services, and Upward Bound. Prior to joining the College of Charleston, Patrice has spent the past fifteen years working in various capacities in both student and academic affairs positions, including at Spelman College.

Chairman Marlowe welcomed Jeff Kinard to his first Board meeting. Jeff represents the Alumni Association. Also, he welcomed everyone to their new positions.

Chairman Marlowe called for approval of the minutes. It was moved (Thompson), and seconded (Bell), that the minutes of the July 14, 2006, Board of Trustees meeting be approved. All in favor.

President's Report:

President Festa reported that the beginning of the new school year went very well. The new policy to drop students from classes for non-payment was remarkably successful. The average SAT is

up to 1220 from 1213 last year, the average rank in class is 20%, and the average GPA is up to 3.81 from 3.77 last year. The Freshmen Honors College has a leap in the number of students accepted – 223 students with an average SAT of 1340.

Enrollment Data:

- Applications for admission are up 4.7% from Fall 2005
- 2767 new students – 1976 freshmen and 791 transfers
- 7177 continuing students
- 9944 total undergraduate enrollment – up .2% from last year (9902)
- 64% in-state students; 36% out-of-state students
- 39% male students; 61% female students

Scholarships:

- 13 National Merit Scholars compared to 5 last year
- 153 Palmetto Scholars compared to 109 last year
- 884 LIFE Scholars compared to 838 last year
- 389 C of C Scholars compared to 345 last year

Athletic Teams:

- The Women's Golf team finished in the top 10 in two of three tournaments.
- The Men's Golf team has had three top 10 finishes in three tournaments this fall, including an 8th place finish at the Raines Group Intercollegiate and the Fighting Irish Gridiron Classic.
- The Sailing team is set to make waves again this year, having finished in the top 10 in all but one regatta this fall. Charleston made it three-for-three by taking the SAISA Sloop Championships to qualify for national competition, which will be held November 17 at the J. Stewart Walker Sailing Center at Patriots Point in Mt. Pleasant.
- Cougar volleyball (14-6 overall, 8-1 SoCon). Head coach Sherry Dunbar recorded her 100th career victory on October 14.
- The Women's Cross Country team finished in the top three in each of their meets this season. The men have had five top six finishes this season, with their best finishes being at the Gamecock Invitational and The Citadel Dual Meet – both second places.
- The Men's Soccer team (9-6-1 overall, 4-1-0 SoCon) is currently second in the SoCon. Ralph Lundy was inducted into the Brevard College Athletics Hall of Fame on September 9 and the Western Carolina University Athletics Hall of Fame on September 18.
- The Women's Soccer team (6-6-2 overall, 4-2-0 SoCon) is currently fourth in the SoCon.

Residence Life:

- 2830 bed spaces on campus. With the new facility projected to open Fall 2007, there will be approximately 3500 bed spaces for next year.
- Nine residence halls and 31 historic houses (including Greek houses).
- Two residence halls are for upperclass students.
- There has been an increase in returning College of Charleston students wanting to remain on campus for the past two years.
- There are seven Academic Learning Communities on campus. This is a group of freshmen students who take classes together and get to know each other. It is a great retention tool. Congratulations to Dr. Elise Jorgens for this new initiative.

Alumni Fall Festival will be held on November 10 and 11. President Festa urged the Board of Trustees to attend as many events as possible, but especially the “Music Under the Oaks” performance and reception which follows.

President Festa invited the Board of Trustees to attend a special reception on Thursday, October 26, from 4:30-6:30 p.m. at the Halsey Institute of contemporary Art to celebrate the “Force of Nature” exhibition. In addition to the College of Charleston, partner institutions include Clemson Architecture Center in Charleston; Winthrop University; McColl Center for Visual Art; University of North Carolina – Charlotte, College of Architecture; Davidson College; and Sumter Gallery of Art. This has national attention, and we are very proud of what Mark Sloan has done.

The Division of Marketing and Communication recently received word that the Admissions “First Look” publication, which was written and designed by our in-house marketing communications team, was selected by paper manufacturer Weyerhaeuser Company as a best-practice example of their product. Weyerhaeuser was so impressed with the quality of the print job and design that they will reprint 5,000 copies of the publication at their expense and distribute them to their sales force in 18 countries around the world.

And finally, President Festa reported that before Lee Higdon left the College, he mentioned a new Center for Diversity and Director of Diversity grant from the Duford Foundation. It has given the College an opportunity to look at diversity on campus.

Audit Committee:

Trustees Larry Miller (chair), Bobby Marlowe, Philip Bell, Marie Land, and Joe Thompson attended the meeting. Staff members present were President Festa; Gail Long, Internal Auditor; and Elise Jorgens, Provost.

Chairman Miller presented the following committee report:

We are continuing to look at the Bylaws as it relates to Internal Audit reporting. The committee will recommend a change at the January Board meeting.

Gail Long gave the committee an update on the implementation of a Fraud and Compliance Hotline. In addition, she completed six tests of internal control which were performed as part of our year end audit procedures, and no exceptions were noted.

The committee commended Gail for the auditing work she has done.

Finance Committee:

Trustees Joe Thompson (chair), Bobby Marlowe, John Busch, Larry Miller, and Bill Scarborough attended the meeting. Staff members present were Priscilla Burbage; Sam Jones; Paul Verrecchia, Director of Public Safety; and Elise Jorgens. Steve Osborne, the new Senior Vice President for Business Affairs effective November 1, 2006, also attended the meeting.

Mr. Thompson presented the following committee report:

Sam Jones discussed the budget adjustments reflected through September 30, 2006. There were several adjustments affecting the bottom line budget. Most of these adjustments were recognizing the non-recurring below-the-line items funded by the state. Additionally, the state's portion of the mandated pay raise was recorded. There were also the ordinary realignments within operating divisions which do not affect the bottom line budget. Of most significance was the recording of the adjustment to distribute the pay increase.

The Finance Committee moves that the budget adjustments for the quarter ending September 30, 2006, be approved as presented behind Tab 4. John Busch seconded the motion. All in favor.

The committee reviewed its charter which has been updated to more accurately reflect the yearly schedule.

The Finance Committee moves that the amended charter be approved as submitted. John Busch seconded the motion. All in favor.

Paul Verrecchia gave the committee a brief report on Public Safety issues. Highlights included crime statistics (overall crime is down 23.8% compared to the same period for 2005), an overview of activities for the current semester as well as the past year, and future goals of the department.

The committee went into Executive Session to discuss a contractual matter which will be discussed in the Board meeting's Executive Session.

Joint Meeting of the Institutional Advancement Committee and the Foundation Fund Raising and Advancement Committee:

Trustees Philip Bell (chair), Don Belk, Cherry Daniel, and Frank Gadsden, along with Foundation Board Chair, David Hay; and Foundation Board members Renee Anderson, Tap Johnson, and George Spaulding, attended the meeting. They were joined by staff members Greg Evans; Sue Sommer-Kresse; Jack Huguley, Director of Alumni Relations; Lindsey Ballenger, Assistant Director of Annual Giving; Jonathan Evans, Associate Athletic Director for Development; Allura Henderson, Director of Major Gifts; Erica Lanford, Director of Annual Giving; and Nina Marsh-Thomas, Donor Relations Coordinator.

Mr. Bell presented the following committee report:

Greg Evans introduced two new staff members – Allura Henderson, Major Gifts Officer; and Jonathan Evans, Associate Director of Athletics for Development.

David Hay gave the committee a report on external funds generated by the College of Charleston. These external funds are divided into five areas – Foundation, Alumni Association, Cougar Club, grants, and gifts-in-kind. \$8 million has been raised, with a goal of \$14 million.

A \$1,000,000 gift from Ben Carter was received this week to name the Carter Real Estate Center in the School of Business. Also, at a luncheon Mr. Carter issued a \$500,000 match with the

understanding that another \$500,000 would be raised. Tommy Baker has committed to raise the other \$500,000.

Erica Lanford gave the committee a report on annual giving. She noted that over \$1 million has been raised to date.

Lindsey Ballenger gave the committee a report on the Philanthropy Council which is made up of volunteers (graduates) who solicit their peers to contribute to the unrestricted fund.

Jack Huguley gave the committee a report on Alumni Relations. Mr. Bell noted that Lee Mikell, chair, will present the Alumni Relations Committee report later.

Sue Sommer-Kresse gave the committee an update on the Dixie Plantation Master Plan. The plan is to build two field stations and a Common Center on the existing location. Proposals have been received from firms responding to the RFP to manage the Foundation's endowment.

Greg Evans presented the committee with an updated capital campaign timeline. Additional staff will be required if we proceed with a campaign. A feasibility study must be completed and a case statement developed.

The next Foundation Board meeting will be held on November 16, with an Annual Awards Banquet to follow.

Laurie Chamness gave the committee a report on grants received during FY 2006. Last year, the College received \$7.1 million in grants funding compared to \$5.8 million the previous year. Seventy-two awards received were from Federal funds.

Facilities Committee:

Trustees Jimmy Hightower (chair), Bobby Marlowe, Dwight Johnson, Lee Mikell, and John Wood attended the committee meeting. Sylvia Harvey, Trustee Emeritus, also attended the meeting. Also attending were Monica Scott, Daniel Dukes, and Susan Morrison, along with Joey Beck from the Physical Plant.

Mr. Hightower presented the following committee report:

Thompson Turner Construction from Sumter, South Carolina, was the low bidder on a contract to build the new basketball arena.

The George Street Project is proceeding according to schedule, with completion planned for August 2007.

The Simons Center Addition is scheduled for completion in March 2008. Brantley Construction is the contractor.

The School of Education is behind schedule. Completion was scheduled for November 2006, but it will be delayed until December 2006.

The Patriots Point Facilities upgrade is underway.

The design firm for the Science Center has estimated that the project will be advertised for construction services in May 2007.

Design of Dixie Plantation Phase One is scheduled to begin shortly.

The Golf Practice Facility is currently under construction and is scheduled to be ready for the Fall 2007 Semester.

The new facility at the Grice Marine Lab will contain approximately 15,000 square feet and will house 16 students. The College is in the process of acquiring an independent updated cost estimate for the project to determine the amount of additional monies needed to fund the project.

The exterior facades of Randolph Hall, Porter's Lodge, and Towell Library are in need of repair. The College hired Cummings & McCrady to perform an evaluation and master plan for these buildings. The master plan is scheduled to be completed by November 10.

Chairman Marlowe acknowledged Jimmy Hightower's contribution in obtaining a solid bid within budget for the Arena project. Also, he noted that Mr. Hightower was selected as "Alumnus of the Year" by the Alumni Association.

Student Affairs Committee:

Trustees Marie Land (chair), Demetria Clemons, and Sam Stafford were joined by Victor Wilson; Jeri Cabot, Dean of Students; Patrice Prince, Associate Vice President for Student Affairs; Eileen Baran, Director of Crisis and Response Education; and Susan Hartman, Administrative Coordinator, Student Affairs.

Mrs. Land presented the following committee report:

Patrice Prince mentioned the Diversity Retreat, instituted by President Festa, held this week to discuss ways to recruit 100 additional African-American students in Fall 2007.

Eileen Baran elaborated on new CARE brochures, Information Release Forms, and Summer Parent Orientation Presentations that clarify confidentiality issues for students and parents.

Victor Wilson reported to the committee that \$1,450,000 was spent on upgrading many of the dorms. These funds were raised through housing fees.

Jeri Cabot reported that the College is getting closer to becoming the State Host Institution for Campus Compact. Fourteen institutions have committed to be a part of the program.

Mr. Wilson announced that Welcome Week was held on August 19-26. Also, the Alternative Spring Breaks Program is expected to expand for the Spring Semester 2007. One Hundred forty students participated in seven trips to the Dominican Republic, Chicago, Seattle, and Hurricane Katrina clean up.

Neighborhood residents met with President Festa and staff to share ideas to improve communication between and the College and the neighborhoods. As a result, President Festa and Victor Wilson sent a letter to all parents regarding their child's civic responsibility in the community whether housed on or off campus. A positive response was received from parents.

Jeri Cabot reported that smokers represent 21.8% of the student body at the College.

Academic Affairs Committee:

Trustees Don Belk (chair), Demetria Clemons, Cherry Daniel, and Marie Land attended the meeting, along with President Conrad Festa and Drs. Elise Jorgens and Susan Morrison from Academic Affairs. Others in attendance include Don Burkard, Associate Vice President for Enrollment Planning; Amy McCandless, Interim Dean, Graduate School; Frances Welch, Dean, School of Education; Pam Niesslein, Associate Dean, Assessment and Planning; Sandy Powers, Associate Vice President and Academic Liaison; Kay Smith, Associate VP for the Academic Experience; and Jacqui Barry, President, Student Government Association, along with Professors Julie Eichelberger; Bob Mignone, Speaker of the Faculty; and Andrew Sobiesuo.

Mr. Belk presented the following committee report:

Provost's Report:

Elise Jorgens explained to the committee why there's an Interim Dean of Admissions. The search committee determined that Suzette Stille, Interim Dean of Admissions, is doing an excellent job and none of the other candidates would be any better. Consequently, she will remain in the position for now. Don Burkard is working closely with both the Admissions Office and the Financial Aid Office.

In the search for a new Registrar, a strong front-runner was offered the position, but declined for family reasons. The search committee reconsidered and decided that Cathy Boyd, Interim Registrar, who by that time had an additional year of experience, was qualified and doing a good job. Therefore, Cathy was appointed Registrar.

Dr. Jorgens explained that the duties of the Trustees Strategic Planning Committee have been merged with the duties of the Trustees Academic Affairs Committee (to be called Academic Affairs Committee). The committee will now be responsible for oversight and accountability of the strategic plan, but the plan will be written by the College administration and faculty. To accomplish this merger of duties, the following charge was presented to the Committee. Marie Land made a motion to approve. Cherry Daniel seconded. It was approved unanimously by the committee for presentation to the entire Board.

College of Charleston Board of Trustees Academic Affairs Committee

The Committee on Academic Affairs is responsible for working with the President and his/her designees on all matters related to educational policies and programs. The Committee is responsible for assuring that the College maintains a clear mission and vision for the institution and develops strategic plans that are consistent with this mission and vision. The Committee is responsible for reviewing and evaluating

strategic plans presented by the President and making recommendations regarding these plans to the Board.

The Committee's responsibilities shall include working with the President, Provost and other appropriate staff to:

- Ensure that the academic programs of the College are consistent with the institution's mission and goals.
- Evaluate all proposed new programs and degrees and make recommendations regarding these proposals to the Board.
- Ensure the appropriate conduct of existing programs.
- Ensure that the College systematically assesses the effectiveness of its programs.
- Ensure that faculty personnel policies and procedures complement academic priorities.
- Review policies regarding the enrollment and retention of students.
- Ensure that the College has written goals, objectives and action strategies to fulfill the mission of and vision for the institution.
- Ensure implementation and continual evaluation of the plan.
- Encourage strategic thinking and decision-making linked to a dynamic strategic plan.

The Academic Affairs Committee moves that the Board of Trustees approve combining the responsibilities of the Strategic Planning Committee and the Academic Affairs Committee as presented. Dwight Johnson seconded the motion. All in favor.

Dr. Jorgens provided the committee with a list of the 61 new faculty members (located behind Tab VIII of the Board Booklet). They include replacements for retirees, those who moved elsewhere, and a few tenure denials.

S. C. Diversity and Enrollment Issues:

Don Burkard provided an overview of a 1 ½ day retreat held this week with approximately 40 people attending, including Senior Staff. The focus was on strategies to increase diversity, especially African-Americans and first generation students and students with financial need. President Festa's stated goal is to increase the African-American student enrollment by 100 and the South Carolina resident enrollment by 100 students at the College for Fall 2007. A number of initiatives were underway prior to this retreat. The areas of focus will be (a) recruitment of students, (b) recruitment of faculty and staff, (c) retention of students, (d) a supportive campus climate, (e) curriculum and pedagogy, (f) mentoring of students by peers and faculty, and (g) use of alumni in networking, recruitment and retention. A program comparable to the "Bridge" program at Clemson is being instituted. Don Belk noted that we must also consider other people of color in addition to African-Americans. Marie Land noted that there are plenty of well-qualified minority students, but we can't compete for them because of insufficient scholarship money and absence of specific programs such as engineering.

In response to Cherry Daniel's question about the marginal student, Kay Smith explained the "College of Charleston Connection" with Trident Technical College which permits a student to attend Trident Tech while taking Freshman Seminar at the College of Charleston and being granted automatic transfer admission with a 3.0 cumulative GPA for one semester or 2.8 for two semesters.

Mr. Burkard provided each of the Trustees with a poster of recruiting events and an application fee-waiver card to give out, particularly to African-American high school students. Admissions Officers will visit key high schools along the South Carolina I-95 Corridor for a “Reading Day” when they will make an almost immediate decision on the admission status of each applicant. A scholarship program is being developed.

Pam Niesslein, Associate Dean of Accountability, Accreditation, Assessment and Planning, reported that the Campus Climate Survey about several diversity issues, including race, gender, religion, etc. is underway with all students, faculty and staff.

Fran Welch, Dean, School of Education, noted that we are bringing the “Call Me Mister” program to the College to focus on African-American males who are potential pre-college teachers. A team, including Dean Welch, is seeking additional money from the S. C. state legislature to continue the program.

General Education:

Professor Julia Eichelberger, Chair of the “Gen Ed” Committee, reported on the progress toward changing the general education curriculum and distributed the table of contents and first four pages of the most recent draft. The complete draft proposal is available on the web at <http://www.cofc.edu/~oap/gened/proposal100606.pdf>. The goal is to take the entire proposal to the Faculty Senate in January 2007.

SACS Reaccreditation:

Pam Niesslein reported that the SACS report is totally electronic and can be found at <http://www.cofc.edu/sacs>. The Compliance Audit was submitted on September 12, 2006. It will be discussed by off-site reviewers in Atlanta on November 8-9. The Baldrige report was submitted to the S. C. Commission on Higher Education in the spring and is on the campus web site at <http://www.cofc.edu/~oap/baldrige/index.html>.

Quality Enhancement Plan (QEP):

Kay Smith reported that the QEP is a new aspect of SACS reaccreditation and has as its goal the enhancement of student learning. Our focus will be on the First Year Experience and will have three elements: curricular elements (freshman seminar and learning communities), student support elements, and assessment.

Student Government Association Academic Matters:

Jacqui Barry, President of the Student Government Association, reported that the SGA plans to address several academic issues in 2006-07: (a) a resolution on extending the deadline for withdrawing from a course; (B) expanding the repeat policy; (c) the standards for the Deans List and honors; and (d) increasing the awareness of academic changes being considered by the Faculty Senate.

Study Abroad:

Professor Andrew Sobiesuo, Director of the Office of International Education and Programs, reported that 17 programs are planned for next summer. Student participation in a program has risen from 362 in 2002-03 to 534 in 2005-06 and includes students from a very wide range of majors.

Undergraduate Enrollment:

Don Burkard reported that enrollments are holding steady. Factors affecting enrollment are: a higher than expected graduation rate in May, drop for non-payment, a larger incoming class in the fall, fewer provisionally admitted students, 40 fewer transfer students, and an increase in non-degree students. There were 10,770 undergraduate applications for Fall 2006, which was a 5.1% increase over the previous year. The in-state applications increased at a higher percent than out-of-state applications. 98.8% of South Carolina residents had a South Carolina Lottery-funded Scholarship.

Graduate Enrollment:

Amy McCandless, Interim Dean of the Graduate School, presented the Strategic Mission of the Graduate Program and noted that graduate programs complement the undergraduate programs and consciously have smaller enrollments.

President Festa has requested \$4.5 million in below-the-line funding from the South Carolina Legislature for a program called "Coastal Stewardship." The request is for 40 new lines and will impact several graduate programs, including Marine Biology, Marine Genomics, and Environmental Studies. The intent is to enhance what we already do in academic and outreach programs.

Our graduate students are 78% female, 86.5% in-state, and 11% black. Recruiting efforts are now more directed rather than going to career fairs which are often unproductive.

Other:

Elise Jorgens reported that Sandy Powers, Associate Vice President and Liaison, is working on Faculty Manual revisions and catalog corrections. Also, she serves as liaison to the Commission on Higher Education.

For future Board meetings, the Board requested that the minutes of the Academic Affairs Committee meeting be distributed to all Board members before the Board meeting begins.

Chairman Marlowe talked about the "Bridge" program, which is a wonderful program for students who are not outright admissible to enter the College in the fall. He noted that we will come up with a name for the program. The program will allow a student to become a College of Charleston student if they successfully complete this program through Trident Tech. Sam Stafford asked if the first semester can be done out-of-state? Elise Jorgens responded that they are still working on the details and that it is a work in progress. Lee Mikell asked about waiving the application fee for African-American students. John Wood asked for an explanation about a student's immediate acceptance to the College; he would like an immediate decision to be available to any high school student. Dr. Jorgens responded that because the program is costly to staff, they are predominately targeting African-American students. John Wood indicated that we need to be sure that we don't

discriminate. At the next Board meeting, Chairman Marlowe would like to hear what is being done to publicize this program.

Athletics Committee:

Trustees Dwight Johnson (chair), Philip Bell, John Busch, Jimmy Hightower and Bobby Marlowe attended the committee meeting. Also present were Jerry Baker; Director of Athletics; Tony Ciuffo, Associate Director of Athletics for Media Relations; Jonathan Evans, Associate Director of Athletics for External Relations; and Alys Anne Wiedeke, Administrative Assistant, as recording secretary.

Mr. Johnson presented the following committee report:

Mr. Baker and Mr. Ciuffo presented the committee with brief updates on the 20 teams. The Cougars are on track to have their best fall season of competition ever.

The John Kresse Invitational Golf Tournament at Kiawah Island's River Course was very successful. With 28 teams, more sponsorships and auction packages, the event is on track to raise as much as \$30,000.

"Maroon Madness" will take place in the arena on October 26 starting at 6:00 p.m. with many campus organizations and Greek groups involved.

The Endowed Scholars Dinner will be held on November 8. Thirty-two scholarship recipients, along with their donors and coaches, will gather in Alumni Hall.

Mr. Johnson noted that midterm grades are not yet available. There are 308 athletes on 18 teams with a 3.0 or better GPA.

Governmental Affairs Committee:

Trustees Bill Scarborough (chair), Bobby Marlowe, Larry Miller, Joe Thompson, and John Wood attended the committee meeting. Others in attendance included Sylvia Harvey, Trustee Emeritus; President Conrad Festa; Daniel Dukes, Legislative Liaison; Steve Osborne, new Senior Vice President for Business Affairs effective November 1, 2006.

Mr. Scarborough presented the following committee report:

Mr. Scarborough thanked President and Mrs. Festa for hosting last evening's dinner for the Legislative Delegation.

Governor's Higher Education Task Force Report:

The Task Force recommended a cap on tuition in creating a true statewide plan for higher education. Lyles Glenn, chair of the Task Force, and his team came up with a starting point for advancing a long-overdue discussion about not only the need for better coordination within the higher education system, but between higher education and the rest of the educational system in South

Carolina. Glenn said, “While the current level of cooperation among our state’s colleges is commendable, that cooperation is only part of a true statewide plan, and not a plan in and of itself. For the State to advance and prosper, a thoughtful, meaningful, long-term strategic plan for higher education needs to be developed and aligned with the state’s other strategic plans for economic growth and quality of life.”

State Revenue Forecast:

The state revenue forecast for 2007-08 is not yet available. There was a \$600 million surplus in 2005-06, and a surplus for 2006-07 is likely, but we won’t know until Spring 2007.

President Festa’s Agenda for the 2007 Legislative Session:

President Festa wrote a letter to the Speaker of the House regarding funding requests for the College, focusing on the Real Estate Program, Effective Teaching Learning Center, Hospitality and Tourism Management Program, Marine Genomics, and also parity issues. These items should be moved from non-recurring money into recurring funds.

Also, President Festa has requested \$4.5 million for the Coastal Stewardship program. More information will be provided about the Stewardship Program at the January Board meeting.

State Capital Improvement Bond Bill:

The College will issue Bond Anticipation Notes in order to fund the construction of the new Science Center. Bond Anticipation Notes will have a term of one year with the option of extending another year if there is no State Bond Bill. When, and if, there is a State Bond Bill, the funding from the State Bond Bill will replace the funding from the Bond Anticipation Notes. After that, some institutional money may be used.

Alumni Relations Committee:

Trustees Lee Mikell (chairman), Frank Gadsden, Annaliza Moorhead, and Sam Stafford attended the first committee meeting held on August 24, along with Jeff Kinard, President, College of Charleston Alumni Association. Staff members Sue Sommer-Kresse, Senior VP for Institutional Advancement; Karen Jones and Jack Huguley, staff liaisons, also attended the meeting.

The purpose of the meeting was to give the committee members an overview of the Office of Alumni Relations and the Alumni Association and to officially ask Jeff Kinard, President of the Alumni Association Executive Committee, to serve as a non-voting ex officio member of the committee.

At its first meeting, the committee identified the following objectives:

- (1) Serve as an advocate of the Alumni Association
- (2) Once a year review of the Alumni Relations’ strategic plan to determine where best to focus this committee’s efforts
- (3) Ensure that the College President has appropriate alumni issues within his/her purview
- (4) Identify and inform the alumni community of legislative issues that affect the College’s mission
- (5) Encourage and support the Board of Trustees’ involvement in Alumni events

The committee's second meeting was held on October 19 with all committee members listed above attending the meeting.

Mr. Kinard updated the committee on a Memorandum of Understanding between the Foundation and the Alumni Association which eliminates Alumni Association dues effective January 1, 2007. All graduates of the College of Charleston will automatically become members of the Alumni Association. For the first three years, the Foundation will guarantee the Alumni Association a minimum funding level of \$75,000.

The Alumni Association and the Foundation will operate a new website called NetCommunity which integrates directly with the Raisers Edge which is the development database for alumni and friends of the College. This is an effort to get more people involved in the Alumni Association.

Mr. Huguley noted that the Alumni Association Awards Banquet will be held on November 16 and encouraged all Board members to attend because a fellow Board member, Jimmy Hightower, '82, will receive the Distinguished Alumnus Award. Other award recipients will include John Jordan, '62, Alumni Award of Honor; Chandra Fripp Vick, '74, Alumnus of the Year; and Keiron Kennedy, '01, Young Alumnus of the Year.

Ad Hoc Committee on Information Technology:

Trustees Frank Gadsden (chair), Cherry Daniel, Lee Mikell, and Bill Scarborough attended the meeting. Bob Cape, Senior Vice President/Chief Information Officer, was also present.

Frank Gadsden provided the following committee report:

This was the initial meeting of the Ad Hoc Committee; discussion centered on the BATTERY project.

The BATTERY Project is a multi-year, multi-million dollar effort involving tens of College leaders working collaboratively to choose and implement a new suite of computer programs as well as an integrated, institutional database to support many administrative functions such as admissions, financial aid, student records, finance, institutional advancement, and much more. Replaced will be the multiple, obsolete, legacy application programs and multiple, separate databases currently used to conduct the administrative business of the College. The BATTERY Team will collate requirements for the new system (often referred to generically as ERP – Enterprise Resource Planning), procure new software and hardware within College and State guidelines, and implement the new system.

The group discussed how the Ad Hoc Committee could support the work of the CIO, especially with respect to the BATTERY project to select and install a full suite of replacement administrative applications software for the conduct of College business.

Emphasized was the BATTERY theme that the project is an *institutional* project, requiring *institutional* perspective by project governance, leadership and participants.

- The applications software suite to be selected will be single-vendor and comprehensive (ERP – Enterprise Resource Planning), not best-of-breed (multiple choices of applications, each individually optimum for a single office)

- Decisions will be based on what is globally optimum for the College, not locally optimum for individual offices
- There will be a single, *institutional* data base with maximum data integrity
- Following the selection of the application suite, a gap analysis will identify residual business process requirements to be addressed with supplementary, targeted applications software

Application software vendors identified as viable for the College are SunGard Higher Education (provider of our current, obsolete software and offering a successor product), Oracle/Peoplesoft, and SAP (ERP of choice for SC agencies). Datatel and Jenzabar may also be viable alternatives.

Several BATTERY project challenges and concerns were identified.

- Sustaining strong project continuity thru three Presidents
- Full engagement in BATTERY by all College offices is not yet a reality
- The College has a weak history of success with projects that cross organizational lines
- The IT programming staff and the technical staff in administrative offices lack skills and expertise needed for contemporary applications software suites – significant training will be required.

Questions were raised regarding...

- What is the project timeline?
There are many important unknowns regarding BATTERY procurement process requirements. Resolution of these unknowns will permit the establishment of a credible project schedule. Of course, the project must be complete prior to 2011 when our current software provider ceases support.
- Will the College purchase or lease the new hardware?
The selection of hardware is largely independent of the selection of software. The hardware selection will be made ‘just in time’ based on then-current alternatives. The cost of hardware is relatively small compared to the total cost of the project.
- What will be the impact of the Spellings Report?
All vendors will be updating their application suites to reflect Spelling’s requirements as they become better understood. It is too early for Spellings to be a consideration in vendor selection

Two action items were requested by the Committee:

- The next Ad Hoc Committee meeting will be held in the Bell building and will include a tour of the Data Center
- A timeline is to be prepared displaying the sequence of project milestones; project cash flow is to be forecast corresponding to the milestones.

Break at 10:30 a.m. Meeting reconvened at 10:50 a.m.

Demetria Clemons clarified the “Reading Day” program. The strategy of the Admissions Office is to focus on schools that have high minority populations (e.g., I-95 Corridor, Burke, Wando, James Island, and others). Admissions officers will read the applications of those who show up in one day, and the students will receive an immediate decision that day. When Board members recruit students and feel the need to waive the application fee, application fee waiver cards may be given to

the students. Dr. Festa noted that this program is aimed at good students who are making decisions to go to other schools for whatever reasons. He said that we are aiming for the best students.

New Business:

It was moved (Stafford), and seconded (Miller), to amend the Board Bylaws, Page 3, as follows:

“The Chairman shall have the option to select an Executive Committee consisting of the Chairman, Vice Chairman, Secretary, and chairs of the Academic Affairs and Finance Committees.”
All in favor.

It was moved (Johnson), and seconded (Wood), to go into Executive Session at 11:00 a.m. to discuss contractual matters. All in favor.

It was moved (Belk), and seconded (Thompson), to come out of Executive Session at 11:55 a.m.. All in favor. No action was taken in Executive Session.

It was moved (Land), and seconded (Thompson), that honorary degrees be awarded to Representative Annette Young at the December 2006 Commencement and Senator John Courson at the May 2007 Commencement.

There being no further business, it was moved (Land), and seconded (Thompson), that this meeting of the Board of Trustees be adjourned at 11:55 a.m. All in favor.