

(Approved at January 26, 2018 Board of Trustees Meeting)

**COLLEGE OF CHARLESTON  
UNIVERSITY OF CHARLESTON, SC**

Board of Trustees Meeting  
Randolph Hall Boardroom<sup>1</sup>  
October 26, 2017  
9:00 a.m.

Presiding:  
David M. Hay, Chair

**Board Members Present:** Trustees Donald H. Belk, John H. Busch, Demetria Noisette Clemons, L. Cherry Daniel, Frank M. Gadsden, Henrietta U. Golding, Randy R. Lowell, Annaliza O. Moorhead, Gregory D. Padgett, Toya D. Pound, Renee B. Romberger, Penny S. Rosner, Brian J. Stern, Craig C. Thornton, M. Todd Warrick, Ricci L. Welch, and John B. Wood, Jr.

**Board Members Absent:** Trustee Joseph F. Thompson, Jr.

**Others Present:** President Glenn McConnell, Michael Adeyanju (Director, Executive Communications), Ruth “Rudy” Alisauskas (Chair, Staff Advisory Committee to the President), Mike Auerbach (Dean, School of Sciences and Mathematics), Mark Berry (Executive Director, Division of Marketing and Communications), Divya Bhati (Associate VP, Institutional Effectiveness and Strategic Planning), Glen Brown (Vice Chair, Foundation Board), Alicia Caudill (Executive VP, Student Affairs), Betty Craig (Executive Assistant to the Board of Trustees), Trisha Folds-Bennett (Dean, Honors College), Jimmie Foster (Assistant VP, Admissions and Financial Aid), Kimberly Gertner (Director, Equal Opportunity Programs), Godfrey Gibbison (Dean, School of Professional Studies), Debbie Hammond (Senior Executive Administrator for the President), Rénard Harris (Associate VP/Chief Diversity Officer), Shirley Hinson (Director of Government Relations), Timothy Johnson (Interim Dean, School of Languages, Cultures and World Affairs), Sam Jones (VP, Fiscal Services), Elizabeth Jurisich (Speaker of the Faculty/Professor, Mathematics Department), Elizabeth Kassebaum (Executive Secretary to the Board of Trustees/VP, College Projects), Carly Kerr (Graduate Assistant), Cathy Mahon (Associate VP, Development), Brian McGee (Executive VP for Academic Affairs/Provost), Angela Mulholland (General Counsel), Steve Osborne (Senior Advisor to the President), Paul Patrick (Executive VP, Business Affairs), Ann Pryor (Vice President, Alumni Affairs), Jonathan Ray (Director of Institutional Events and Chef Concierge), Robert Reese (Chief of Police), Matt Roberts (Director of Athletics), Mike Robertson (Senior Director of Media Relations), Monica Scott (VP for Facilities Planning), Alan Shao (Dean, School of Business), Mark Staples (Chief Information Officer/Senior VP), Jo Ann Throckmorton (Administrative Assistant to the President), Chris Tobin (Executive VP for Institutional Advancement), William Veal (Professor, Teacher Education/Chair, Senate Budget Committee), Tomi Youngblood (Chair, Foundation Board Governance Committee), and Fran Welch (Dean, School of Education). Also attending were John Curtis (IT Support), Roy Snipe (Audio Visual Events Coordinator), and Reese Moore (Photographer). Special guests: Greg Fisher (Director of Sailing) and two student sailors, Stefano Peschiera and Elizabeth Pemberton; Todd LeVasseur (Visiting Professor of Religious Studies, QEP Director, and Director of the Sustainability Literacy Institute)

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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.

## WELCOME AND INTRODUCTIONS

### Students from the Honors College:

First, Chair Hay recognized five students from the Honors College:

- Courtney Beckham, from Lancaster, SC, is majoring in Applied Mathematics with a minor in Computer Science. She plans to graduate in 2019. Courtney has been awarded the Department of Defense SMART Scholarship. The Science, Mathematics and Research for Transformation Scholarship for Service Program was established by the Department of Defense (DOC) to support undergraduate and graduate students pursuing technical degrees in Science, Technology, Engineering and Mathematics (STEM) disciplines. As part of the award, Courtney will complete an internship with a Sponsoring DOD facility in the U.S. and upon graduation begin work with the Sponsoring Facility for two years. The award covers all tuition and education fees, plus provides a stipend.
- Madeline Leibin, from Saint Augustine, Florida, is a triple major in International Studies, Philosophy, and Religious Studies. She plans to graduate in May 2018. Madeline has received the Rotary Global Ambassadorial Grant which funds full cost of studying and living abroad in pursuit of a one-year Masters degree in one of Rotary's Areas of Focus. She will study at Tel Aviv University in Israel, earning her MA in Conflict Resolution and Mediation. Madeline is being sponsored by the Breakfast Club of Charleston in District 7770.

The next three students were awarded the Goldwater Scholarship. Sponsored by the Goldwater Foundation, the award is aimed at fostering and encouraging outstanding students to pursue careers in the fields of mathematics, the natural sciences, and engineering. The Goldwater Scholarship is the premier undergraduate award of its type in these fields, and 7,921 students have received about \$63 million in awards since 1989. The Scholarship provides up to \$7500 per academic year for educational expenses and access to mentoring and professional networks in STEM fields.

- Alyssa Johnson, from Greenville, SC, is majoring in Chemistry with a minor in Health. Alyssa is part of the SCAMP Program. She plans to graduate in May 2018.
- Alexandra Schwartz, from Ponte Vedra, is majoring in Biochemistry. Alexandra plans to graduate in May 2018.
- John Cobb, from Fort Mill, SC, is a triple major in Mathematics, Data Science, and Chemistry. John plans to graduate in 2019.

Dr. Anton Vander Zee, Director of Nationally Competitive Awards, joined these students. In his role, Anton manages applications for national scholarships and fellowships that require a campus nomination. He works closely with these students on the writing components of the scholarship and chairs the various faculty committees that review applications for campus nominations.

In addition, Chair Hay recognized Professor Pam Riggs-Gelasco of the Chemistry Department for being among the most represented departments among the majors of these scholarship recipients. They are obviously doing great work with these students.

### SCAMP Scholars:

Next, Chair Hay recognized Sophia Agrest, Director of the SCAMP Program, and a number of SCAMP Scholars. SCAMP stands for South Carolina Alliance for Minority Participation. When recognized by Chair Hay, each student spoke briefly regarding his/her research efforts.

- Sondrica Goines  
 From: Columbia, SC  
 Year: Senior in the Honors College  
 Major: Chemistry  
 Name of Research Project: Aqueous Synthesis of Silver Nanorods through See-Mediated Growth  
 Location of Research: Georgia Institute of Technology, Atlanta, GA
  
- Mikel Hannah-Harding  
 From: Beaufort, SC  
 Year: Junior  
 Major: Meteorology  
 Name of Research Project: Climatology and Variability of Tropical Cyclones Impacting Charleston, SC for the Past 165 Years  
 Location of Research: Department of Physics and Astronomy, College of Charleston
  
- Amanda Anyim  
 From: Florence, SC  
 Year: Junior in the Honors College  
 Major: Biology  
 Name of Research Project: The Effects of Error Reduction on Step Width and Trunk Motion  
 Location of Research: Department of Health Sciences and Research, MUSC
  
- Sophia Emetu  
 From: Columbia, SC  
 Year: Junior in the Honors College  
 Major: Biology with a concentration in Molecular Biology  
 Name of Research Project: A Novel Microarray Platform for Monitoring Bacteriophage Expression During Host Infection  
 Location of Research: Biology Department, College of Charleston
  
- Wendell Roberson  
 From: Beaufort, SC  
 Year: Senior  
 Major: Astrophysics  
 Name of Research Project: Spectral Fitting of AGN: HS 0810+2554  
 Location of Research: Department of Physics and Astronomy, College of Charleston
  
- Alyssa Johnson  
 From: Greenville, SC  
 Year: Senior  
 Major: Chemistry; Minor: Health  
 Name of Research Project: New Hybrid Polymer for the Imprinting of Pathogens  
 Location of Research: Stanford University, CA
  
- Victoria Bailey  
 From: Columbia, SC  
 Year: Junior in the Honors College

Name of Research Project: Basic Hydrolysis of Oxime- and Ketone-Functionalized Poly (caprolactone) Material

Location of Research: Chemistry Department, College of Charleston

- Keyaira Morgan

From: North Charleston, SC

Year: Senior

Major: Marine Biology

Name of Research Project: Seedling Development of Arabidopsis Blue-Light Photoreceptor Mutants in High and Low Temperature

Location of Research: Biology Department, College of Charleston

And finally, Chair Hay expressed his congratulations to these wonderful students for a job well done!

*[Board members moved to the Boardroom to continue the Board of Trustees meeting.]*

The regular meeting of the College of Charleston Board of Trustees was called to order at 9:00 a.m. by Chair Hay noting that the meeting notice had been posted and the press notified as required by the Freedom of Information Act.

First, Chair Hay expressed his sympathy to Trustee Joe Thompson who could not be with us today due to the passing of his mother and asked everyone to remember Joe and his family in their thoughts and prayers.

### **APPROVAL OF MINUTES:**

**It was moved by Trustee Renee Romberger, and seconded by Trustee Demetria Clemons, that the minutes of the August 11, 2017 Board Meeting be approved as presented. The Chair called for the yeas and nays, and the Minutes were approved by voice vote.**

Next, Chair Hay thanked Trustees Demetria Clemons and Don Belk for attending the SCAMP Undergraduate Research Banquet, “Embracing Academic Excellence in Undergraduate Research,” on Tuesday, October 3.

Trustee Clemons reported that it was wonderful to hear about how the program has grown. She encouraged everyone to attend a SCAMP event in the future. Trustee Belk noted that it was an outstanding event.

### **PRESIDENT’S REPORT:**

President McConnell spoke on the following topics:

- Events he attended on campus.
- Collegiate Recovery Program – Patrick Kennedy was on campus to talk about mental health care.
- Student Health Services – he affirmed the College’s commitment to the safety and well-being of students.

- Held his first Administrative Council meeting – goal is to increase transparency and communication on campus.
- Plans for 250<sup>th</sup> Anniversary Celebration continue.
- Fund raising efforts are off to a good start.

*[Deni Mitchell joined the meeting.]*

- President McConnell said that “Deni Mitchell is leaving the College – she has been offered a great career advancement with the Aviation Authority. It is the College’s loss and the Aviation Authority’s gain.” Trustee Henrietta Golding hopes the College will stay connected to Deni – she has a great connection with the students.

President McConnell noted that November 22 will be her last day at the College, and he is glad he has had the opportunity to work with her. “She has been a lifesaver to students as well as Student Affairs. She does a lot behind the scenes. She has been an ambassador for faculty, staff, and students.” He asked Deni to come forward to receive a small token of appreciation for her years of service to the College.

*[Deni comes forward and Chair Hay presents her presentation folder gift. Deni expressed her thanks for the gift and to many of the people in the room with whom she has had the opportunity to work closely. Then she left the meeting.]*

### **SAILING TEAM PRESENTATION:**

Chair Hay introduced Greg Fisher, Director of Sailing, and two student sailors, Stefano Peschiera and Elizabeth Pemberton.

Stefano is an All-American sailor from LIMA Peru and a business major. He was a college “Sailor of the Year” finalist in 2017. Of course, he is one of our Olympians and sailed in Rio. Stefano will race the single-handed nationals in St. Petersburg, Florida, November 3-5.

Elizabeth is an honorable All-American from Osterville, Massachusetts and team captain of the Sailing Team. She is a Computer Information Systems major. She will sail with the match racing team in the Nationals to be hosted here November 10-12.

Mr. Fisher showed a video created by Harley Panon in Marketing and Communications that gave an overview of the Sailing Program.

Stefano and Elizabeth spoke briefly regarding their experiences with the Sailing Team.

### **ENROLLMENT REPORT**

Chair Hay introduced Jimmie Foster, Assistant Vice President, Admissions and Financial Aid, who presented the Enrollment Report.

## **COMMITTEE REPORTS:**

### **EXECUTIVE COMMITTEE:**

**Committee members present:** Trustee David Hay (Chair) and Demetria Clemons

**Committee members participating by conference call:** Trustees Frank Gadsden (Vice Chair), Greg Padgett, and Renee Romberger (Secretary)

**Other Board members present:** Trustee Don Belk

**Other Board members participating by conference call:** Trustees Henrietta Golding, Craig Thornton, Ricci Welch, and John Wood

**Others present:** Glenn McConnell (President), Michael Adeyanju (Director, Executive Communications), Rudy Alisaukas (President, Staff Advisory Committee to the President), Mark Berry (Executive Director, Marketing and Communications), Alicia Caudill (Executive VP, Student Affairs), Betty Craig (Executive Assistant), John Curtis (IT Support), Jimmie Foster (Assistant VP, Admissions and Financial Aid), Debbie Hammond (Senior Executive Administrator for the President), Rénard Harris (Chief Diversity Officer), Elizabeth Jurisich (Speaker of the Faculty/Professor, Mathematics Department), Elizabeth Kassebaum (Executive Secretary to the Board and VP for College Projects), Brian McGee (Provost/Executive VP, Academic Affairs), Angela Mulholland (General Counsel), Steve Osborne (Senior Executive Advisor), Paul Patrick (Executive VP, Business Affairs), Matt Roberts (Athletics Director), Mike Robertson (Senior Director, Media Relations), Mark Staples (Chief Information Officer), and Chris Tobin (Executive VP, Institutional Advancement)

Chair Hay presented the following committee report:

The Executive Committee met on Tuesday, October 10, 2017, and approved the minutes of the July 25 2017 Executive Committee meeting and September 8, 2017 Special Executive Committee Conference Call Meeting

On September 8, at a Special Conference Call Meeting, the Executive Committee approved lifting limits on P-Card purchases for recovery efforts related to Hurricane Irma.

All purchases had to fully comply with state procurement laws. This action lifted the daily transaction amount as well as any restrictions on the purchase of certain items (i.e., fuel). However, all purchases had to be related to recovery efforts. This authorization was limited only to the duration of the recovery and was receded when the College resumed normal operation.

The Committee received brief informational updates on a number of topics, all of which have been covered in the President's Report or will be covered in the various upcoming committee reports.

### **ACADEMIC AFFAIRS COMMITTEE:**

**Committee members present:** Trustees Randy Lowell (Chair), Don Belk, Demetria Clemons, Cherry Daniel, Toya Pound, Renee Romberger, and Penny Rosner

**Other Board members present:** Trustees David Hay (Chair), Frank Gadsden, and Greg Padgett

**Staff Liaisons present:** Brian McGee (Provost/Executive VP for Academic Affairs)

**Others present:** President Glenn McConnell, Michael Adeyanju (Director, Executive Communications), Susan Anderson (Director/Assistant VP, Research and Grants Administration), Mark Berry (Executive Director, Division of Marketing and Communications), Divya Bhati (Associate

VP, Institutional Effectiveness and Strategic Planning), Quinn Burke (Assistant Professor, Teacher Education), Alicia Caudill (Executive VP for Student Affairs), Deanna Caveny-Noecker (Associate Provost for Faculty Affairs), Lynn Cherry (Associate Provost for Curriculum and Institutional Resources), John Curtis (IT Support), Jocelyn Evans (Associate Dean, School of Business), Jimmie Foster (Assistant VP, Admissions and Financial Aid), Godfrey Gibbison (Dean, School of Professional Studies), Jerry Hale (Dean, School of Humanities and Social Sciences), Debbie Hammond (Senior Executive Administrator for the President), Zach Hartje (Director of Teaching, Learning, and Technology), Tim Johnson (Interim Dean, School of Languages, Cultures and World Affairs), Liz Jurisich (Speaker of the Faculty/Professor, Mathematics Department), Elizabeth Kassebaum (Executive Secretary to the Board of Trustees/VP for College Projects), Angela Mulholland (General Counsel), Paul Patrick (Executive VP, Business Affairs), Jim Posey (Associate VP, Institutional Research, Planning, and Information Management), Matt Roberts (Director of Athletics), Mark Staples (Chief Information Officer/Senior VP), and Fran Welch (Dean, School of Education, Health and Human Performance)

Trustee Randy Lowell presented the following committee report:

Provost McGee's Report to the Committee:

- Report on Research and Grants Activities
- Dashboard Update
- Storm Days and the Academic Calendar
- Construction Projects and the 2018 Spring Semester
- Progress on Faculty Workload and Program Cost Report
- Curriculum and Program Development

Next, the Committee discussed the College of Charleston Grading System and Distance Education in the summer.

**The Academic Affairs Committee moves that the Resolution of the Board of Trustees to approve awarding of degrees for December Commencement be approved as presented. The Chair called for the yeas and nays, and the following Resolution was unanimously approved by voice vote.**

**COLLEGE OF CHARLESTON  
UNIVERSITY OF CHARLESTON, SOUTH CAROLINA  
RESOLUTION OF THE BOARD OF TRUSTEES  
AWARDING OF DEGREES**

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**October 26, 2017**

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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 2017 Fall 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 2017 Fall 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 2017 Fall Semester, the names of each of which shall be published in the Official Program for the December 2017 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 2017 Fall 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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**The Academic Affairs Committee moves that the Resolution of the Board of Trustees to approve Proposals for New Degree Programs in General Studies, English as a Second Language, and Data Science and Analytics be approved as presented. The Chair called for the yeas and nays, and the following Resolution was unanimously approved by voice vote.**

**COLLEGE OF CHARLESTON  
UNIVERSITY OF CHARLESTON, SOUTH CAROLINA  
RESOLUTION OF THE BOARD OF TRUSTEES  
PROPOSALS FOR NEW DEGREE PROGRAMS IN  
GENERAL STUDIES, ENGLISH AS A SECOND LANGUAGE, AND  
DATA SCIENCE AND ANALYTICS**

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**October 26, 2017**

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**WHEREAS**, the College of Charleston Board of Trustees, the President, and the Provost have on multiple occasions indicated their desire to minimize the time required to develop, approve, and implement new undergraduate and graduate degree programs, as all such programs are intended to timely satisfy significant community or state needs;



**WHEREAS**, the Board is aware that all College of Charleston institutional approvals must be received and documented no later than December 31, 2017, in order to meet the requirements of our regional accreditor, the Southern Association of Colleges and Schools Commission on Colleges, for the submission of substantive-change proposals for the 2018-2019 academic year;

**WHEREAS**, the Board has been advised that three new degree programs are now under development by the College's faculty and administration during the current academic semester, with the goal of offering these programs during the 2018-2019 academic year;

**WHEREAS**, these proposed degree programs are now under review by the relevant faculty committees and will not receive final faculty approval prior to the Faculty Senate meeting of November 7, 2017, assuming each proposal's favorable recommendation is not delayed for some good reason;

**WHEREAS**, the Board's current meeting schedule will not permit the approval of these programs following faculty action and prior to the December deadline established by our regional accreditor;

**WHEREAS**, the three new degree program proposals would establish a bachelor's degree program in **General Studies** and new master's degree programs in **English as a Second Language** and **Data Science and Analytics**;

**WHEREAS**, the proposed General Studies program would facilitate the achievement of high-priority retention and graduation goals for the College;

**WHEREAS**, the English as a Second Language and Data Science and Analytics programs would prepare graduates to meet critical workforce needs;

**WHEREAS**, the new program proposals in General Studies and English as a Second Language would take advantage of existing institutional expertise in distance education offerings and would advance institutional goals for offering more distance education options for existing and prospective students;

**WHEREAS**, upon the recommendation of the President and the Provost, the Board has been requested to approve the three programs, conditioned on the receipt of all appropriate administrative and faculty endorsements, including those of the relevant deans;

**WHEREAS**, College management plans to commence the programs during the 2018-2019 academic year, pending the final date of receipt for all necessary approvals; and

**WHEREAS**, the Board has also been advised that there is sufficient student demand for such programs, and that adequate resources are available, or are likely to become available, to finance the operations and management of the new programs effectively and efficiently.

**NOW THEREFORE BE IT - - -**

**RESOLVED**, that the President and the Provost, or either of them, are hereby authorized to submit the new programs to the South Carolina Commission on Higher Education pursuant to S.C. Code Ann. § 59-103-35 and to the Southern Association of Colleges and Schools Commission on Colleges

("SACSCOC") for such approvals and notification as may be required under controlling law or regulation and in substantially similar form as submitted to the Faculty Senate for recommendation;

**RESOLVED**, that no program referenced in this resolution shall be submitted for approval to the or South Carolina Commission on Higher Education or SACSCOC unless and until the President or the Provost notifies the Chair of the Board of Trustees in writing that the Faculty Senate has made a favorable recommendation regarding the program;

**RESOLVED**, that the College may take such further actions as may be necessary or appropriate to secure approval of the Program from such Commission and SACSCOC and to implement the new Program, as described herein and presented to the Board through its Committee on Academic Affairs by the Provost; and

**RESOLVED**, the President and the Provost, or either of them, shall provide a report regarding the approval status of these three programs during the Board meeting now scheduled for January 2018.

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Speaker of the Faculty:

Liz Jurisich, Speaker of the Faculty, spoke briefly to the full Board regarding faculty work and activities during the current semester.

Staff Advisory Committee to the President:

Ruth "Rudy" Alisaukas, Chair of the Staff Advisory Committee to the President, spoke briefly on behalf of the staff. She noted that the Committee is working to increase committee member term limits from two to three years.

**ALUMNI RELATIONS COMMITTEE:**

**Committee members present:** Trustees Ricci Welch (chair), Demetria Clemons, and Greg Padgett, Toya Pound and Todd Warrick

**Staff Liaisons present:** Ann Pryor (VP, Alumni Relations) and Karen Jones (Director, Alumni Communications and Executive Secretary of the Alumni Association)

**Others present:** Mark Berry (Executive Director, Marketing and Communications), Debbie Hammond (Senior Executive Administrator to the President), Lauren Hurlock (Assistant Director, Marketing and Communications), Cathy Mahon (VP, Development), and Sherwood Miler (President, Alumni Association)

Trustee Ricci Welch presented the following committee report:

Alumni Communications: Thanks to a postcard sent to alumni in September, the Alumni Affairs Office now has more than 44,000 email addresses for our 82,000 living alumni of the College. This is up from just over 41,000 in August. Alumni Affairs has set a goal to have more than 52,000 alumni email addresses by the end of the fiscal year.

Fall Alumni Weekend: Fall Alumni Weekend will be held November 17-18. Beginning on Friday evening, there will be many events. Please plan to attend the grand opening of the new Alumni Welcome Center located at Towell Library. On Saturday afternoon, there will be an oyster roast in Cistern Yard

to kick off the holidays. On Saturday evening, the annual Alumni Awards Gala will be held at the Charleston Marriott. Early Bird ticket pricing ends next Wednesday, October 25.

Alumni Affairs Budgets: Staff provided an overview of the FY18 Alumni Affairs budget provided by the College and the Alumni Association budget. There are opportunities for revenue growth with the Alumni Association, mainly by increasing sales of the College of Charleston ring.

Admissions Activities: In August, Alumni Affairs partnered with the School of Education, Health, and Human Performance to mail posters and stickers to more than 2,500 alumni teachers in grades K-12 to display in their classrooms. This helped identify nearly 1,000 additional alumni teachers. Plans are underway to expand this project next year.

In September, an email was sent to more than 15,000 alumni who live outside South Carolina asking them to recruit at least two out-of-state students to apply to the College this year. One hundred responses were received.

Many alumni have volunteered to work with Admissions Counselors at College Fairs around the country.

Trustees were emailed the schedule of upcoming Alumni, Parent, and Accepted Student events planned for December through February.

Chapter Events: Fourteen chapter events were held in the first quarter, engaging a total of 250 participants. Twice as many chapters are planned for the second quarter. Chapters around the country are on track to host at least 75 chapter events this year and will engage nearly 2,000 alumni.

250<sup>th</sup> Anniversary Celebration Planning: A draft planning document has been prepared using recent anniversary celebrations at Cambridge, Harvard, Brown, and UVA as benchmarks.

Student Alumni Associates: The Student Alumni Association recruited 26 new members in September and membership is now up to 67. CofC Alumnus Mike Gaumer, Class of '98 and President of Vineyard Vines, spoke to the group on Tuesday evening and shared his love of history and tradition.

Alumni Engagement and Institutional Advancement: Cathy Mahon shared that Development and Alumni Affairs are collaborating to plan travel and events for President McConnell to engage with as many alumni, parents, donors, and accepted students as possible.

### **QEP REPORT:**

Dr. Todd LeVasseur, Visiting Professor of Religious Studies, QEP Director, and Director of the Sustainability Literacy Institute, presented a QEP Report regarding accomplishments to date and future goals.

**ATHLETICS COMMITTEE:**

**Committee members present:** Trustees Greg Padgett (chair), John Busch, Frank Gadsden, Randy Lowell, Renee Romberger, and Craig Thornton

**Committee members absent:** Trustee Ricci Welch

**Other Board members present:** David Hay (Chair, Board of Trustees)

**Staff Liaisons present:** Matt Roberts (Director of Athletics)

**Others present:** President Glenn McConnell, Jerry Baker (Executive Director, Cougar Club), Vince Benigni (Faculty Athletics Representative), Mark Berry (Executive Director, Division of Marketing and Communications), Divya Bhati (Associate VP for Institutional Effectiveness and Strategic Planning), Alicia Caudill (Executive VP, Student Affairs), Jimmie Foster (Assistant VP, Admissions and Financial Aid), Otto German (Assistant Athletics Director for Compliance), Weston Ijames (Assistant Director of Athletics), Laura Lageman (Associate Director of Athletics), Mark Staples (Senior VP for Information Technology), and Jamaal Walton (Associate Director of Athletics)

First, Chair Hay thanked Trustee Padgett for agreeing to serve as Chair of the Athletics Committee and as a member of the Executive Committee.

Trustee Greg Padgett presented the following committee report:

**Student Athletes:**

Matt Roberts introduced junior women's basketball player, Bri Sullivan, and senior men's basketball player, Joe Chealey. Both student-athletes spoke regarding what attracted them to the College of Charleston.

**Mission Statement:** Matt Roberts reviewed the Mission Statement: "In alignment with the educational mission of the College, the Athletics Department inspires and empowers the student-athletes and staff to realize their intellectual, athletic, and personal potential. Embracing a culture of respect, integrity, and inclusion, we serve as ambassadors for the College and a source of pride for our alumni and the Charleston community. Through student-athlete focused programming, we compete for championships and graduate leaders."

**Vision:** Through the pursuit of our mission, the College of Charleston Department of Athletics shares a unified vision of (1) Empowering Growth, (2) Shaping Champions, and (3) Fulfilling Dreams.

**Core Values:** Integrity, Teamwork, Service, Enthusiasm, Respect, and Competitive Excellence.

**Goals:**

- I. Academic Excellence – achieve academic success by recruiting, retaining and graduating future leaders

Outcome 1.1 – Attract and recruit student-athletes who will both thrive in the College's liberal arts curriculum and compete for athletic championships.

Outcome 1.2 – Encourage intellectual growth and support progress towards degree, while operating with integrity.

Outcome 1.3 – Empower student-athletes by providing them with opportunities to expand their knowledge, preparedness, and confidence to fulfill their intellectual and personal potential.”

Goal Spotlight – Pathways to Success – Kate Tiller, Assistant Athletics Director for Academic Affairs, expanded on this new program. Empowering our student-athletes with additional Life Skills classes. Student-athletes chose one class per semester.

- II. “Competitive Success – provide the necessary resources for student-athletes, coaches and staff to pursue and win conference and national championships.

Outcome 2.1 – Attract, develop, and retain quality coaches and staff who embody the athletic department’s mission.

Outcome 2.2 – Recruit, sign and develop talented student-athletes.

Outcome 2.3 – Maintain, upgrade, and construct facilities to support and empower competitive excellence.”

Goal Spotlight – Success of Fall Sports – Volleyball and Men’s Soccer are currently battling for first place finish in CAA regular season. Women’s soccer should finish in the Top 4 in CAA regular season. Men’s Basketball is picked to finish #1 in CAA. The Sailing Program is currently ranked #1 for its co-ed team and #5 for its women’s team.

- III. “Community Engagement – strengthen our impact on the Charleston community by creating lasting memories and developing enduring relationships.

Outcome 3.1 – Create a strategic marketing campaign to grow the College of Charleston Athletics Brand, highlighting our student-athletes.

Outcome 3.2 – Improve and develop fan engagement and atmosphere to increase attendance and generate revenue.

Outcome 3.3 – Enhance the fan experience, customer service, and first-class event operations.

Outcome 3.4 – Engage the Charleston Community and Low Country through service and outreach.”

Goal Spotlight – John Kresse Invitational golf event increased revenue over last year for the Cougar Club. The Cougar Club has sold out its Tip-Off Dinner on October 26.

- IV. “Program Integrity – Emphasize a culture of integrity in NCAA compliance, diversity and inclusion, and adherence to the College’s policies and procedures.

Outcome 4.1 – Build an environment centered on compliance with NCAA rules through education, documentation, monitoring, and enforcement.

Outcome 4.2 – Foster an environment of diversity and inclusion through recruitment and education of student-athletes, coaches and staff.

Outcome 4.3 – Promote an atmosphere of compliance and fiscal responsibility in accordance with the College of Charleston’s policies and procedures.”

Goal Spotlight – NCAA Men’s Basketball Eligibility Review – Otto German, Associate Athletics Director for Compliance, reported that a committee has been formed to review men’s basketball compliance in light of recent national issues involving coaches, players, recruits and corporate sponsors. The Committee has just started its review but will expect to submit its final report prior to the start of the men’s basketball season.

**AUDIT AND GOVERNANCE COMMITTEE:**

**Committee members present:** Trustees Henrietta Golding (Chair), Don Belk, Todd Warrick and John Wood

**Committee members absent:** Trustees Greg Padgett and Joe Thompson

**Others present:** Debbie Hammond (Senior Executive Administrator to the President), Elizabeth Kassebaum (Executive Secretary to the Board of Trustees/VP for College Projects), Gail Long (Internal Auditor), Paul Patrick (Executive VP, Business Affairs), and Steve Osborne (Senior Advisor to the President)

Trustee Henrietta Golding presented the following committee report:

Gail Long reviewed the following audit reports:

- The Career Center: Hiring and Termination Procedures for Student Employees
- Federal Financial Aid Attribute Testing
- Purchasing Cards, 2<sup>nd</sup> Quarter 2017

Gail Long reviewed the 2017 Audit Plan with the Committee.

**The motion was made by Trustee Henrietta Golding, and seconded by Trustee John Wood, to go into Executive Session to discuss a personnel issue and related disciplinary actions related to P-Cards. All in favor.**

No action was taken in Executive Session.

Chair Golding commended Gail Long for her oversight in bringing proper order to handling matters at the College.

*[Break at 10:27 a.m.]*

*[Meeting reconvened at 10:45 a.m.]*

## **STUDENT AFFAIRS COMMITTEE:**

**Committee members present:** Trustees Demetria Clemons (chair), Annaliza Moorhead, Toya Pound, Penny Rosner, Todd Warrick, and Ricci Welch

**Committee members absent:** None

**Other Board members present:** Chair David Hay

**Staff Liaison present:** Alicia Caudill (Executive VP for Student Affairs)

**Others present:** Michael Adeyanju (Director of Executive Communications), Ruth “Rudy” Alisauskas (Chair, Staff Advisory Committee to the President), Divya Bhati (Associate VP for Institutional Effectiveness and Strategic Planning), Timothy Buttram (President, Graduate Student Association), Jeri Cabot (Dean of Students and Associate VP for Student Affairs), Michael Duncan (Assistant VP for Student Affairs), Debbie Hammond (Senior Executive Administrator for the President), Susan Hartman (Executive Assistant to the Executive VP for Student Affairs), Alexandra Helfgott (President, Student Government Association), Rachel McNamara (Cougar Counseling Team Advisor), Angel Parson (BSU Co-Advisor), Marla Robertson (BSU Co-Advisor), and Mark Staples (Chief Information Officer/Senior VP, Information Technology)

Trustee Demetria Clemons presented the following committee report:

### **Presentations:**

- **Student Spotlight:** Brooke Bazemore, Cougar Counseling Team  
Brooke shared her student experience as a member of this student team trained to help other students in counseling, suicide intervention, and with referrals to services needed, all during evening hours.
- **Reflections on BSU Forum held on August 31:**  
La’Nasa Clarkson (BSU President) and Ebony Venson (BSU Representative) shared their take-aways from the August 31 discussion around the Charlottesville white supremacist event and their perception of the administration’s response, with the need to know that the students’ concerns for their physical and emotional safety are heard.

Alicia Caudill is currently organizing a Student Advisory Group for input and discussion whether around national conversations or more local concerns.

- **Student Government Association Update:**  
Alexandra Helfgott, SGA President, provided the Board with an update regarding accomplishments of the Student Government Association this year.
- **Graduate Student Association Update:**  
Timothy Buttram, GSA President, provided the Committee with an update regarding the Graduate Student Association’s work this year. Timothy was unable to attend today’s Board meeting.
- **Executive Vice President’s Report:**  
Alicia Caudill shared the following report with the Committee:
  - Fraternity and Sorority Life Update
  - Weeks of Welcome Update
  - Start of Semester Student Conduct Data
  - Professional Development Highlights

- Deni Mitchell (Ombudsperson for the Students, Faculty, and Staff) could not attend the committee meeting, but she asked Alicia to share her farewell email with the Committee as her last day at the College will be November 22.

*[Trustee Randy Lowell left the meeting at 11:00 a.m.]*

**BUDGET AND FINANCE COMMITTEE:**

**Committee members present:** Trustees Frank Gadsden (chair), Henrietta Golding, Annaliza Moorhead, Greg Padgett, Renee Romberger, and Ricci Welch

**Committee members absent:** Trustees Brian Stern and Joe Thompson

**Other Board members present:** Trustees David Hay, Don Belk, and Todd Warrick

**Others present:** President Glenn McConnell, Michael Adeyanju (Director, Executive Communications), Ruth “Rudy” Alisauskas (Chair, Staff Advisory Committee to the President), Divya Bhati (Associate VP, Institutional Effectiveness and Strategic Planning), Alicia Caudill (Executive VP, Student Affairs), Deanna Caveny-Noecker (Associate Provost for Faculty Affairs), Trisha Folds-Bennett (Dean, Honors College), Jimmie Foster (Assistant VP, Admissions and Financial Aid), Godfrey Gibbison (Dean, School of Professional Studies), Jerry Hale (Dean, School of Humanities and Social Sciences), Debbie Hammond (Senior Executive Administrator for the President), Rénard Harris (Associate VP/Chief Diversity Officer), Shirley Hinson (Director of Government Relations), Timothy Johnson (Interim Dean, School of Languages, Cultures, and World Affairs), Sam Jones (VP for Fiscal Services), Elizabeth Jurisich (Faculty Speaker/Professor, Department of Mathematics), Brian McGee (Provost/Executive VP, Academic Affairs), Angela Mulholland (General Counsel), Amy Orr (Director, Business and Auxiliary Services), Steve Osborne (Senior Advisor to the President), Paul Patrick (Executive VP, Business Affairs), Jim Posey (Associate VP, Institutional Research, Planning, and Information Management), Robert Reese (Chief of Police), Matt Roberts (Director of Athletics), and Mark Staples (Chief Information Officer)

Trustee Frank Gadsden presented the following committee report:

Paul Patrick gave a brief update on several capital projects which will be covered in the Facilities Committee Report.

Paul noted that the BEA was meeting as the Committee was meeting and that the latest data was from August. At that point, revenue was up by \$12.4 million overall and unemployment has risen slightly to 4.5%. It is too early in the year for any real annual revenue estimates.

Sam Jones reviewed the budget adjustments reflected through September 30, 2017. It was suggested by Trustee Golding that the additional \$418K in state appropriations be used to fund salary increases for faculty. Trustee Romberger additionally recommended that if possible, the increases be structured to address gender equity pay issues. **The Budget and Finance Committee moves that the Resolution to approve the budget adjustments for the quarter ended September 30, 2017 be approved as presented. The Chair called for the yeas and nays, and the Resolution was passed by voice vote. Motion passed.**

Paul distributed a budget timeline, including both internal and state key dates, which was requested at the August meeting. This review included a recap of the items put forward by the College in its annual budget request to the Governor, submitted on September 26. They included:



Recurring requests for:

- Charleston Bridge and Expansion of South Carolina Student Services \$1,500,000
- STEM and Health Science Degree Collaboration \$1,100,000
- Data Science Master's Degree \$400,000

Non-recurring requests for:

- STEM and Health Science Degree Collaboration \$250,000

Capital requests for:

- Stern Student Center Conversion \$9,750,000
- 58 George Street Renovation \$3,900,000
- Silcox Physical Education and Health Center Renovation \$23,000,000
- Simons Center for the Arts Renovation \$43,156,000

The College's budget hearing with the Executive Budget Office is scheduled for Wednesday, November 1.

Paul presented a recap of recent history for fiscal years 2014-2015 through 2017-2018, especially as it relates to incoming freshmen enrollment targets, the associated impact on revenue, and the subsequent budget action necessary to put and keep the College on a solid financial foundation. The discussion included specific enrollment, yield, and quality data for the in-state and non-resident student populations for Fall 2017. Paul and Jimmie Foster then discussed how this data was being used to overhaul the financial aid model that might be used for Fall 2018 recruitment efforts.

#### **DEVELOPMENT COMMITTEE:**

**Committee members present:** Trustees Renee Romberger '81 (chair), Frank Gadsden '80, Henrietta Golding '74, Randy Lowell '95, Greg Padgett '79, Craig Thornton '02, and John Wood '83

**Volunteer Board Liaisons present:** David Crowley '02 (Executive Director, Cougar Club), Glen Brown '76 (Vice Chair, Foundation Board), and Sherwood Miler III '74 (President, Alumni Association)

**Others present:** President Glenn McConnell '69, Jerry Baker '74 (Executive Director, Cougar Club), Sara DeWolf '02 (Honors College Board), Trisha Folds-Bennett (Dean, Honors College), Cathy Mahon '80 (Interim VP of Development), Brian McGee (Provost/Executive VP, Academic Affairs), Debbie McQueeney (Administrative Assistant, Development), Brooke Permenter '06 (Secretary, Honors College Board), Chris Permenter '05 (Chair, Honors College Board), Ann Pryor '83 (VP, Alumni Affairs), Matt Roberts (Director of Athletics), Steve Swanson '89 (Honors College Board), and Chris Tobin (Interim Executive VP, Institutional Advancement)

Trustee Renee Romberger presented the following committee report:

Dr. Trisha Folds-Bennett, Dean of the Honors College, asked members of the Honors College Advisory Board to report on their work, results, and future priorities in support of the Honors College and the College of Charleston. The Board's top priority is to collaborate with the College and Institutional Advancement in order to create a timeline for a Living-Learning Center to support comprehensive curricular, co-curricular, and extra-curricular programming.

Cathy Mahon reported on the College's fundraising results for the first quarter of FY 2018 (July 1-September 30, 2017). Approximately \$6.07 million has been raised in new philanthropic commitments towards the FY goal of \$13.5 - \$15 million, compared to \$2.5 million raised at the same time in FY 2017.

Chris Tobin reported on the strategic priorities and performance metrics for an integrated Institutional Advancement strategy, including the following categories: total dollars raised, new donors, alumni engagement results, donor stewardship efforts and total financial support to the College.

In addition, Mr. Tobin reported on the planning for the College's 250<sup>th</sup> Anniversary Celebration in 2020. Five other universities that have experienced similar "milestone celebrations" have been examined to learn about their processes, strategies, and outcomes. A working group comprised of various campus constituents is being considered to determine an initial planning process and identify areas to be executed in the coming months.

**Volunteer Spotlights:**

- (1) Chloe Knight Tonney '84,
- (2) Tomi Gray Youngblood
- (3) William "Glen" Brown, Jr. '76

**FACILITIES COMMITTEE:**

**Committee members present:** Trustees John Wood (chair), Henrietta Golding, Randy Lowell, and Annaliza Moorhead

**Committee members absent:** Trustees Brian Stern and Joe Thompson

**Other Board members present:** Trustee David Hay (Chair)

**Staff Liaison present:** Monica Scott (VP for Facilities Planning)

**Others present:** President Glenn McConnell, Mike Auerbach (Dean, School of Sciences & Mathematics), Alicia Caudill (Executive VP, Student Affairs), Aaryne Elias (Campus Planning Manager), Brian McGee (Provost/Executive VP, Academic Affairs), Ben Miede (Architect), Angela Mulholland (General Counsel), Steve Osborne (Senior Advisor to the President), and Paul Patrick (Executive VP, Business Affairs)

Trustee John Wood presented the following committee report:

First, Trustee Wood expressed thanks to Monica Scott and noted that she has been a tireless asset to facilities management.

**Current Capital Projects Update:**

Monica Scott provided a brief update regarding current capital projects:

- **Simons Center for the Arts** – Whiting Turner has been contracted for pre-construction services for the Construction Manager at Risk process.
- **176 Lockwood Drive** – The project finished on time and approximately \$300,000 under budget. Punch list items are being completed.
- **14 Greenway** – The Office of Sustainability has occupied the building. The exterior of the building is currently being painted and the carriage house located behind the main house is still under construction.

- 133 Calhoun Street (Physical Plant) – The pre-construction contract is under review by the Executive VP for Business Affairs.
- Avery Research Center Upgrades – Roof and windows will be replaced, envelope repaired, and mechanical systems repaired/replaced.
- McConnell Hall HVAC Systems Replacement – This is a three-phase project. The first phase is complete. The second phase includes putting equipment on the roof. Construction for phase two will be completed over the winter break 2017. Phase three is estimated to take place over summer 2018 and will include piping work and interior upgrades.
- McAlister Hall – The project includes HVAC repairs, structural repairs, and some interior/exterior painting and cosmetic work. An engineering firm has been contracted to conduct destructive testing to better understand the extent of the structural issues.

Opportunities/Challenges:

Paul Patrick and Steve Osborne informed the Board regarding opportunities/challenges facing the College:

- Deferred Maintenance – Search is underway for the VP for Facility Management. One hundred forty applications have been received.
- Need to upgrade housing – Feasibility studies on Craig, College Lodge, and Lightsey Center will be underway shortly.
- Additional space for athletic programs at Patriots Point.
- Facilities Summit will be scheduled at a future Board meeting.

The committee went into Executive Session for a Discussion of negotiations incident to proposed contractual arrangements and proposed purchase/lease of property on the peninsula. For the record, no action was taken in Executive Session.

**GOVERNMENTAL AFFAIRS AND EXTERNAL RELATIONS COMMITTEE:**

**Committee members present:** Trustees Cherry Daniel (Acting Chair), Don Belk, and John Busch

**Committee members absent:** Trustees Brian Stern and Joe Thompson (Chair)

**Staff Liaison present:** Shirley Hinson (Director of Government Relations)

**Others present:** Mark Berry (Executive VP, Division of Marketing and Communications), Angela Mulholland (General Counsel), Paul Patrick (Executive VP, Business Affairs), and Steve Osborne (Senior Advisor to the President)

In Chair Thompson’s absence, Acting Chair Cherry Daniel presented the following committee report:

Budget Update:

Paul Patrick advised the Committee that President McConnell will present budget requests to the Governor’s Staff on November 1. There are three primary requests for recurring dollars: (1) Bridge Expansion of S.C. students - \$1.5 million, (2) STEM & Health Science Degree Collaboration with The Citadel - \$1.1 million, and (3) Data Science Master’s Degree - \$400,000. Non-recurring requests include STEM & Health Science Degree Collaboration - \$250,000. Capital requests include (1) Stern Center Conversion, (2) 58 George Street renovation, (3) Silcox renovation, and (4) Simons Center renovation for a total of \$79.8 million. Budget requests could change to include assistance with In-House evacuation of students in emergencies.

#### Legislative Update:

Shirley Hinson reported that committee meetings are taking place in Columbia to address education reform and requests have been made for additional funding for programs including (1) Teaching Fellows Call Me Mister and (2) Student Loan Program. Legislation addressing Teaching Fellows Scholarships will be introduced in 2018 which enables a student completing certain requirements at a technical college to become a recipient of the scholarship for up to five semesters when enrolled in a teaching program at a four-year college. Legislators are holding numerous public meetings with SCANA and Santee Cooper to discuss the abandoned \$25 billion nuclear project after spending \$9 billion.

#### LIFE Scholarships:

Steve Osborne provided information on a meeting called by CHE in September. The impact of the Grade Conversion Scale was discussed and its effect on LIFE, HOPE, and Palmetto Fellows Scholarships. New costs for 2017 are \$13.5 million for one year and \$88.3 million over four years without considering the impact from SAT. CHE will appoint a Task Force to study options and make recommendations to the General Assembly in January 2018.

#### Marketing and Communications:

Mark Berry, Executive Director of Marketing and Communications, provided information on the division's budget and personnel. Three highlights: (1) A new e-campaign (in partnership with Admissions) targeting prospective students with weekly emails/messages articulating the "why" for coming to the College, (2) A recap of the very successful NASA/solar eclipse event on the campus in August, and (3) a significant breakthrough regarding signage around campus (City of Charleston's approval of branded street signs and lamp-post/parking garage banners.)

#### Charleston Chamber Intern Portal (Career Center):

Shirley Hinson reminded members of the Committee that the Charleston Chamber launched the portal in June 2017 and students at the College are referred to the site to use as a resource or "another option" in their various internship researches. Jim Allison advised that the Career Fair expects 90 vendors on October 25, and they are better able to track progress with social media and the calendar. Recent research shows that 247 College of Charleston graduates are currently employed at Blackbaud.

#### College of Charleston/MUSC Collaborative Committee:

Provost McGee advised that no progress has been made to collaborations with MUSC on any programs.

#### Fall Reception and Oyster Roast:

President McConnell and the Board of Trustees hosted a reception for elected officials on Thursday evening.

#### African American Tourism Conference:

The African American Tourism Conference was hosted by Kwadjo Campbell at the College on September 30.

## **INFORMATION TECHNOLOGY COMMITTEE:**

**Committee members present:** Trustees John Busch (Chair), Cherry Daniel, Frank Gadsden, Penny Rosner, and Craig Thornton

**Staff Liaison present:** Mark Staples (Senior VP/Chief Information Officer), Zach Hartje (Director of Teaching, Learning and Technology), and Jamey Rudisell (Chief Information Security Officer)

**Others present:** Bissell Anderson (Chief Engineering Officer), Divya Bhati (Associate VP, Institutional Effectiveness and Strategic Planning), Sylvia Burwell (Director, Enterprise Applications), Philip Paradise (Director, IT Support Services), Jim Posey (Associate VP, Institutional Research, Planning, and Information Systems), and Portia Prioleau (Director, Finance and Planning)

Trustee John Busch presented the following committee report:

First, Trustee Busch noted that Information Technology's Strategic Mission is "Transforming the College into a digital workplace leading to a digitally literate campus."

The Committee discussed the following items:

### **INFRASTRUCTURE:**

#### New Firewall and Support Systems

- Secure firewall system that replaces a 10-year old one.
- Will allow applications to come online quicker
- Will eliminate having to type in every single rule that comes in

#### Wireless Upgrade

- Working on financing/leasing
- Upgrade the College's wireless
- Increase in bandwidth
- Better connection
- Allow for some troubling things that are happening with old equipment to be eliminated
- Dorms have the new environment
- Working on rest of campus
- Providing links for apogee to campus houses

### **AUDIO/VISUAL:**

#### Rita Hollings Science Center

- 40 AV rooms
- Wireless displays
  - Would like to get these into more classrooms around campus

#### Classrooms

- Proactive Preventive Maintenance
- One type of projector
- Utilizing application to manage classrooms instead of sending a technician out every time
- Anticipating problems in classrooms rather than fixing problems

### **ENTERPRISE APPLICATIONS:**

- Filing personnel vacancies
  - Five total (two new)

## PROJECTS:

- Active directory enhancement extension
  - Implementation will go from weeks to hours
  - Process improvement/reengineering
  - Early on in the process
  - BAs will be helping individuals understand how to make the most of the new technology
- Proxy access management
  - Parent portal
  - Almost ready to go, still testing
- People Admin (Recruitment Tool) to banner
  - Automatically send information to banner
- TargetX (CRM)
  - Undergraduate expansion
  - Graduate School is just beginning to utilize
  - MBA program is the first program we will be working on
- Banner 9
  - Kicked off
  - Will need to be in place by 12/31/18
- AcademicWorks
  - Scholarship management system
  - Currently being worked on

## SUPPORT SERVICES:

- Education Center
  - HD satellite location is up and running
  - Will be expanding tours
    - Possibly until 10 p.m.
    - Most likely will be student employees
  - Digital signage is up and running, however, we do not have the training on it yet (4.5 hours)
  - One staff member just finished training
  - Working on getting more physical signage
  - Will utilize a popcorn machine to lure in users
- VoIP
  - 44% of campus is migrated
  - 775 lines have been migrated
  - Projected to be done by 11/13

## BUDGET & PLANNING & PROJECT MANAGEMENT:

- Budget/PMO
  - Project based budget
  - Aligning funds with projects
  - Capitalize on our funds by saving where possible to expand in projects
  - So far we have spent about \$489,000
  - Lottery funds have decreased almost \$300K over the past three years
  - State has been pleased with how we spent our lottery funds from last FY
  - \$2.4 million to invest in projects
  - List of about 40 projects given to us by Mark that we are working on by December

- Detailed analysis on what our refresh would cost to replace everything in one year, came to about \$13 million
  - Doing AWS (Amazon web services) would save us about \$500K
  - Does not address growth or emergencies
- Banner 9 was broken into multiple projects
- Windows 10 has been determined to not need any extra hands
  - Will be completed remotely
- Wireless
  - First time we have done a financed/lease option – we may end up buying all of the equipment – it is not determined yet
  - Will allow us to stick to a refresh cycle
- Data storage
  - Greenfield solution hardware alone was \$300K
  - By going with Dell, we cut costs significantly
- Based on high estimates, we are coming in at \$2.9 million
- Currently about \$485K short
- Mark is planning on getting reimbursed for some projects
- We will also be spreading costs out
- Costs that are being shown are higher for first year and then they will decrease significantly (solutions will be sustainable in the future)
- Adding professional services into estimates and post implementation support, these will not be necessary always but it helps to have it built in when determining whether to move forward or not
- Service Management Project/Portfolio Management
  - Allows us to track by portfolio, type, expenses
  - Two project managers on staff
  - Paid internships for students
  - Will be looking to get students certified
  - Looking to move from project management to portfolio management
  - Visibility will be 100% with the tool once we have it up and running

#### ACADEMICS:

- Academic advisory groups with schools
  - Next week is the last meeting of the semester
  - There are faculty who don't feel like we have enough collaborative spaces for students to work in or enough tech support
    - We want to potentially find some areas around campus to create new spaces for students to work in that is not in the library.
  - "All spaces are learning spaces" we need to move forward with this mindset
  - We are asking everyone to look at computer provisioning and replacement for staff and faculty
    - There will be tiers of standards within the schools
    - Allows us to keep spares on hand that will allow for faculty to get back online as quickly as possible
  - Distance Education
    - We are working very closely with faculty to help them with their needs and to look at specific applications that best serve them
  - Learning Management System (OAKS) Upgrade

- Latest version through D2L
- New authentication method
  - Everything will be hosted in the cloud
    - Beneficial in case we ever go offline, people will still be able to authenticate
- Space Utilization
  - RFP is posted and closes at the end of the month
  - Purpose is to identify our spaces and what the use of them is
  - Currently only 215 spaces are controlled by the registrar, schools are doing the scheduling for themselves
  - Does not support a tiered structure for space use
  - Allows us to understand what the gaps are in class size
  - Identify all labs, classrooms, meeting spaces and how they are being used and then understand where we are short
  - Square footage per student will be identified
  - Outside expert will help us come up with a strategy for making better use of our space
- Filling some open positions
  - One new hire in TLT
  - Pay is a huge challenge for us

#### INFORMATION SECURITY:

- IT Staff attended a CyberSecurity tabletop exercise out of Utah
- We will be setting up a tabletop for:
  - Landscape of security risk
  - Best practices for data breach
  - Dealing with regulatory looks into our data
  - Going over our data protection plan
- Data governance and data classification are being worked on
- Data classification is now a task force instead of a subcommittee

#### STRATEGIES:

- Everything should come back to our strategies
- Purpose for digital transformation
  - Improve operational efficiencies
  - Improve human-to-human interactions
  - Improve communications and collaborations
  - Enhance knowledge management
- PAIR
  - Personalization/User Experience
  - Automation
  - Integration
  - Reporting/Outcomes
- Six strategies
  - Decision support
  - Digital communication and collaboration ecosystem
  - Healthy Academic Ecosystem
  - Healthy Administrative ecosystem
  - Info Security
  - Robust/Scalable and secure infrastructure



## **NEW BUSINESS:**

### Housekeeping Items:

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

- The Core Values Cards at Board members' places are from Chair Hay.
- Board Candidate Elections (terms expire June 30, 2018)  
Candidates who submitted Letters of Intent and Applications Packets:  
1<sup>st</sup> District – Joe Thompson/Elizabeth Middleton Burke  
2<sup>nd</sup> District – John Busch (unopposed)  
3<sup>rd</sup> District – Shawn M. Holland (Annaliza Moorhead is not running again.)  
4<sup>th</sup> District – John Wood (unopposed)  
5<sup>th</sup> District – Frank Gadsden/Hank Futch  
6<sup>th</sup> District – Demetria Clemons (unopposed)  
7<sup>th</sup> District – Henrietta Golding (unopposed)  
At-Large – Randy Lowell/Carl Blackstone  
At-Large – Steve Swanson – Chloe Tonney withdrew (Don Belk is not running again.)

Legislative Screenings will be held in January/February 2018.

Board elections will be held by the Legislature in April/May 2018.

- 2018 Board Meeting Dates:
  - Thursday, January 25, and Friday, January 26
  - Thursday, April 19, and Friday, April 20
  - Monday, June 4, and Tuesday, June 5
  - Thursday, August 9, and Friday, August 10
  - Thursday, October 18, and Friday, October 19
- Executive Committee Meeting Date(s):
  - January 11, 2018, 10:00 – 11:30 a.m.
- Board/Faculty Shadowing
  - Don Belk – Rénard Harris
  - John Busch – Bill Manaris (completed)
  - Cherry Daniel – Jon Hakkila
  - Toya Pound – Ron Menchaca
  - Renee Romberger – Kathryn Owens
- Commencement will be on Saturday, December 16, 2017, at 2:00 p.m. at TD Arena.

Confirmed Speaker/Honorary Degree Recipient:

Dr. Michelle A. Cooper '95, President of the Institute for Higher Education Policy in Washington, DC

Other confirmed honorary degree recipients:

Catherine and Hilton Smith  
Dr. H. Biemann Othersen, Jr. '50

- At the August Board meeting, Trustee Emeritus David Watson shared with Chair Hay the idea of a Board of Trustees 30<sup>th</sup> Anniversary Celebration in 2018. It will be Thursday's social event at the January 25-26, 2018 Board meeting. Former Board members will be invited back to campus for the event at Chair Hay's home on Broad Street.
- The April 2018 Board social event on Thursday, April 19, will be held at the Grice Marine Lab.
- Board of Trustees' license plate information will be distributed as soon as it is available.
- Updated Board event calendars are at Board members' places.

**EXECUTIVE SESSION:**

**The motion was made by Trustee Renee Romberger, and seconded by Trustee Demetria Clemons, to go into Executive Session at 11:45 a.m. for the following purposes: (1) Legal Counsel will consult and provide legal advice on litigation, including actual and potential legal claims; (2) Consideration of Candidates' Qualifications for Commencement Speaker and Candidates' Qualifications for Honorary Degrees; (3) Discussion of negotiations incident to proposed contractual arrangements and proposed purchase/lease of property on the peninsula; (4) Employee Records – legal matters and contract negotiations – personnel matters; and (5) Contract Negotiations. All in favor.**

Chair Hay asked the following staff members, in addition to the President, to remain and attend the Executive Session: Mark Berry, Alicia Caudill, Betty Craig, Jimmie Foster, Kimberly Gertner, Debbie Hammond, Elizabeth Kassebaum, Brian McGee, Angela Mulholland, Steve Osborne, Paul Patrick, Matt Roberts, Mark Staples, and Chris Tobin.

*[Everyone not requested to attend Executive Session left the Boardroom.]*

*[Lunch was available during Executive Session.]*

*[Randy Lowell returned to the meeting at 1:28 p.m.]*

*[Ricci Welch left the meeting at 1:55 p.m.]*

At this point, Chair Hay noted that only the Board and the President will attend Executive Session at this time.

*[At 2:16 p.m., everyone left the Boardroom except the Board of Trustees and the President.]*

**The motion was made by Trustee Renee Romberger, and seconded by Trustee Frank Gadsden, to come out of Executive Session at 3:00 p.m. All in favor.**

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

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

Chair Hay recommended that one motion be made to approve all of the Commencement Speakers and honorary degree recipients in one motion unless a Board member would like to deal with a particular honorary degree candidate individually. **The motion was made by Trustee Randy Lowell, and seconded by Trustee Cherry Daniel, to approve Candidates A, B, C, D, E, F, and G as Commencement Speakers/honorary degree recipients or only honorary degree recipients during the May 2018 Commencement Ceremonies. The Chair called for the yeas and nays, and the Resolution was unanimously approved by voice vote.**

**The motion was made by Trustee Cherry Daniel, and seconded by Trustee Craig Thornton, that the meeting be adjourned at 3:03 p.m. All in favor.**

*[Following adjournment of the meeting, a number of Trustees, faculty, and staff toured the Silcox Center.]*