

**COLLEGE OF CHARLESTON  
BOARD OF TRUSTEES**

Randolph Hall Board Room<sup>1</sup>  
College of Charleston  
Charleston, South Carolina

August 26, 2011  
8:30 a.m.

Presiding:  
Gregory D. Padgett, Chair

Members 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. William D. Johnson, Mrs. Marie M. Land, Mr. G. Lee Mikell, Mr. Lawrence R. Miller, Mrs. Annaliza O. Moorhead, Dr. Toya D. Pound, Mr. Daniel Ravenel, Mr. Jeffrey M. Schilz, and Mr. Joseph F. Thompson, Jr.

Participation by Conference Call: Mr. John B. Wood, Jr.

Absent: Mr. James F. Hightower

Trustee Emeritus: Mrs. Sylvia Harvey

Others Present: President George Benson; Drs. Renee Anderson, Chair, Foundation Development Committee; Beverly Diamond, Senior Vice Provost for Academic Affairs; Bob Cape, Senior Vice President/Chief Information Officer; George Hynd, Provost and Executive VP for Academic Affairs; and Brian McGee, Chief of Staff and Senior Policy Advisor; Messrs. Gus Gustafson, Chairman, Foundation Board of Directors; Mike Haskins, Executive VP for External Relations; Joe Hull, Director of Athletics; Sam Jones, Director of Budgeting and Payroll Services; Bobby Marlowe, Legislative Affairs Liaison; Ron Menchaca, Director of Executive Communication; Steve Osborne, Executive VP for Business Affairs; Jonathan Ray, Director of Institutional Events and Chef Concierge; Chris Tobin, Vice President for Development; Tom Trimboli, Senior Vice President for Legal Affairs; George Watt, Executive VP for Institutional Advancement; and Victor Wilson, Executive VP for Student Affairs; Mses. Margaret Frierson, President, Alumni Association; Priscilla Burbage, Vice President, Fiscal Services; Sherrye Carradine, Assistant Counsel; Shirley Hinson, Director of Governmental Relations; Jack Huguley, Director of Alumni Relations; Elizabeth Kassebaum, Executive Secretary to the Board of Trustees; Gail Long, Internal Auditor; and Monica Scott, VP for Facilities Planning. Also attending were Dr. John Bello-Ogunu, Associate Vice President/Chief Diversity Officer/Co-Chair, President's Commission on Diversity, Access, Equity, and Inclusion; Dr. Lynn Cherry, Speaker of the Faculty; Professor Joe Kelly, Department of English/Co-Chair, President's Commission on Diversity, Access, Equity, and Inclusion; Mr. Ross Kressel, President, Student Government Association; Professor Bob Mignone, Department of Mathematics; Mr. Mike Robertson of the Media Communications Office, and Diane Knich, *Post and Courier* Reporter.

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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.

The regular meeting of the College of Charleston Board of Trustees was called to order at 8:40 a.m. by Chair Padgett noting that the meeting notice has been posted and the press notified as required by the Freedom of Information Act.

**WELCOME AND INTRODUCTIONS:**

Chair Padgett welcomed everyone and briefly introduced new employees. Detailed bios can be found behind Tab II of the Board Book.

First, he welcomed Jeremy Clement, Director of Finance and Planning in Information Technology.

Next, Brian Fisher, Director of Sustainability.

Next, Christopher Korey, Director Designee of the First-Year Experience. Chris will begin his service on January 1, 2012.

Next, Monica Lavin, Director of Teaching, Learning and Technology in Information Technology.

Next, Rachel Marsh, Director of Greek Life.

Next, Dawn Willan, Comptroller.

Next, Chair Padgett welcomed Linda McClenaghan from the Human Resources Department and a great photographer. Also, he thanked Greg Fisher from Information Technology who joined the meeting to assist anyone with IPAD/technology issues.

And finally, Chair Padgett welcomed former Board members David Hay and Sam Stafford and asked them to come forward to receive a special token of appreciation for their service on the Board.

- (1) “David, as a small token of genuine appreciation for your service to the Board, we present to you a Julep cup with the College of Charleston Seal on the front and “David M. Hay, Board of Trustees, 2010-2011”, on the back of the cup. Also an embossed card that reads:  
“David M. Hay, on behalf of a grateful college, we thank you for your dedicated service as a member of the College of Charleston Board of Trustees, 2010-2011.

Your generosity of time, spirit and wisdom contributed significantly to the present and future success of the College of Charleston. Presented on August 26, 2011.”

- (2) “Sam as a small token of genuine appreciation for your service to the Board, we present to you a plate with the College of Charleston Seal, “Sam Stafford III, Board of Trustees, 2003-2011”, on the front and the following wording on the back of the plate:  
“Sam Stafford III, on behalf of a grateful college, we thank you for your dedicated service as a member of the College of Charleston Board of Trustees, 2003-2011.”

Your generosity of time, spirit and wisdom contributed significantly to the present and future success of the College of Charleston. Presented on August 26, 2011.”

David Hay and Sam Stafford expressed their appreciation for the thoughtful gifts and also for the opportunity to serve as a member of the College of Charleston Board of Trustees.

**APPROVAL OF MINUTES:**

**It was moved by Trustee Daniel, and seconded by Trustee Ravenel, that the minutes of the June 30, 2011 Special Board Meeting be approved. The Chair called for the yeas and nays, and the Minutes were unanimously approved by voice vote.**

**PRESIDENT’S REPORT:**

**Staff Advisory Committee to the President:**

President Benson announced the creation of the Staff Advisory Committee to the President (SAC). The SAC will be comprised of 14 non-instructional staff members who will advise President Benson on important staff issues.

**Inaugural MBA Class Celebration:**

President Benson spoke at the celebration for the inaugural MBA class on August 13. Twenty-three students completed the program. Other speakers for the event were Provost George Hynd, Dean Alan Shao (School of Business), Tommy Baker (Member, School of Business Board of Governors), and Matthew McDonnell (MBA student).

Mike Veeck, President of the Charleston Riverdogs, delivered the keynote speech. Following the celebration, Tommy Baker hosted a reception at his home on Sullivan’s Island.

**Convocation:**

Convocation was held on Monday, August 22, to welcome the Class of 2015, which is the largest class ever – 2,350 freshmen and 750 transfer students.

The structure of the program this year changed. Rather than gather in the Carolina First Arena (now the TD Arena), the students broke into 115 small groups and took part in conversations led by the faculty. Following the small group conversations, the students and faculty gathered in the Cistern Yard where President Benson and Provost Hynd welcomed them to the College. President Benson reminded them to be good neighbors within the neighborhoods that surround the College.

**Honors College:**

President Benson informed the Board that the Honors College received over 1,300 applications, an increase of 30 percent over last year. The average SAT score is 1358, 18 points higher than last year. Five students made a perfect score on at least one segment of the SAT, and 20 students made a perfect score on at least one segment of the ACT.

Twenty-five percent of the incoming students in the Honors College will begin with a number of credits to qualify as sophomores.

### **Diversity Strategic Plan:**

President Benson reported that the Diversity Strategic Plan will be the first of its kind at the College. The Plan will help to achieve the institutional diversity goals outlined in the College's Strategic Plan.

The President's Commission on Diversity, Access, Equity, and Inclusion has 30 members who are divided into six different task forces that consider difficult diversity issues. Topics include minority and international student access and academic success; minority faculty and staff access, recruitment, retention, and advancement; campus climate; and gender issues.

After a great deal of work, the Commission developed a draft Diversity Strategic Plan and sought feedback from constituencies on campus. President Benson and the Executive Team have been reviewing the revised draft and plan to solicit feedback from key community members before meeting with Commission representatives to discuss how to best finalize the plan for review and approval by the Board of Trustees. Our goal must be to find a way to meet the plan's goals within our limited financial resources.

It was the Commission's recommendation that led to the creation of the Staff Advisory Committee to the President.

And finally, President Benson recognized John Bello-Ogunu and Joe Kelly, co-chairs of the President's Commission, for their leadership and implementation of the Diversity Strategic Plan.

### **Performance-Based Funding Model for Higher Education:**

At the April Board meeting, President Benson described Governor Haley's work to create a new performance funding system for the public four-year colleges and universities.

The proposal, now called accountability-based funding, is being developed by five different task forces of the Commission on Higher Education. The College of Charleston is represented on all five task forces by Bev Diamond, Brian McGee, Bobby Marlowe, Shirley Hinson, and Steve Osborne. Their work should be completed within the next few weeks.

### **North Campus/Lowcountry Graduate Center:**

Over the past year, we have been working on a new approach to our work in North Charleston and to make the North Campus an important part of our plans for facilitating economic development in the Lowcountry.

For some time, we have had two different task forces exploring exciting new initiatives at the Lowcountry Graduate Center and the North Campus, involving undergraduate, graduate, and non-degree programs for both traditional and non-traditional students.

### **Comprehensive Campaign:**

President Benson reported that he has been traveling around the country to meet with small groups of the College's key stakeholders to obtain their feedback for our draft case statement. All attendees are sent a draft of the case statement and summary of the Strategic Plan prior to the briefings.

President Benson has conducted briefings in Atlanta, Virginia, New Jersey, Connecticut, New York City, Rochester, and three in the Charleston area. Other briefings are scheduled over the next three weeks.

The briefings are going well and excellent feedback has been received. Assuming all confidential interviews are completed prior to the December holidays, we anticipate receiving the consultant's findings and recommendations sometime in January. George Watt will share what we've learned with the Institutional Advancement Committee at the January Board meeting.

### **Strategic Plan:**

The Strategic Plan was approved by the Board of Trustees in October 2009. It continues to be the College's guide for institutional decision-making and describes the envisioned future of the College of Charleston.

Due to recent changes in the financial model, funds are not available to implement the plan. Next week, we will begin to evaluate and revise the plan so that it better aligns with our available resources.

### **Passing of Neal Baker:**

President Benson announced the passing of Neal Baker on Wednesday. Mr. Baker was an extraordinary and loyal supporter of the College for more than 25 years. Also, he was a generous supporter of the men's golf program, the Cougar Club, and the President's Strategic Initiative Fund.

The Meeting Street Courtyard outside the TD Arena is named in honor of Neal and Elizabeth Baker.

President Benson will attend his funeral at 11:00 a.m. this morning.

### **EXECUTIVE COMMITTEE:**

Committee members present: Trustees Greg Padgett (chair), Demetria Clemons (conference call), Cherry Daniel, Lee Mikell, and Dan Ravenel. Other Board members present: Trustees Don Belk, Dwight Johnson, and Jeff Schilz. Participation by conference call: Trustees Philip Bell, John Busch, Frank Gadsden, Marie Land, Annaliza Moorhead, and John Wood. Others present: President Benson, Sherrye Carradine, Mike Haskins, Joe Hull, George Hynd, Ross Kressel, Brian McGee, Ron Menchaca, Steve Osborne, Tom Trimboli, George Watt, Elizabeth Kassebaum, Betty Craig, Mike Robertson, and Diane Knich of the *Post and Courier*.

Chair Padgett presented the following committee report:

The Executive Committee met on Monday, August 8, 2011 at 2:00 p.m. in the Randolph Hall Boardroom.

Steve Osborne presented a Residence Hall Occupancy Update.

Brian McGee provided a "College Rankings and Ratings" power point presentation.

During Executive Session, the Committee received legal advice from counsel regarding a Naming Rights License Proposal. No action was taken during Executive Session.

During regular session, the Executive Committee approved, by voice vote, the Resolution on a Naming Rights License for the College of Charleston Sports Complex. For the record, the Resolution is noted below.

**COLLEGE OF CHARLESTON  
RESOLUTION OF THE EXECUTIVE COMMITTEE  
OF THE  
BOARD OF TRUSTEES  
on a  
NAMING RIGHTS LICENSE  
for the  
COLLEGE OF CHARLESTON SPORTS COMPLEX**

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**August 8, 2011**

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**WHEREAS**, effective May 5, 2005, Carolina First Bank (“CFB”), the College, and the College of Charleston Foundation, Inc. (“COCF”) entered into a Memorandum of Understanding (the “Former Agreement”), which provided CFB certain naming rights with respect to the College basketball coliseum (currently called the Carolina First Arena) (the “Coliseum”) and certain other benefits in recognition of a time-phased payment of \$1 million;

**WHEREAS**, on September 30, 2010, TD Bank, N.A. (“TD Bank”), a national banking association, acquired CFB;

**WHEREAS**, in January 2011 the President of the College offered to begin discussions with TD Bank for the purpose of considering a new naming rights agreement between the parties;

**WHEREAS**, as a result of their discussions, the parties are prepared to enter into a new agreement; and

**WHEREAS**, pursuant to the Trustee By-Laws, the President has recommended that the Board approve this arrangement,

**NOW THEREFORE BE IT - - -**

**RESOLVED**, that the President is hereby authorized to conclude negotiations with TD Bank for the purpose of preparing and executing a naming rights license agreement providing for the grant of an exclusive license to TD Bank to name the Coliseum for a period commencing in 2011 and expiring on June 30, 2018.

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## **ACADEMIC AFFAIRS COMMITTEE:**

Committee members present: Trustees Cherry Daniel (Chair), Demetria Clemons, Frank Gadsden, Marie Land, Toya Pound, and Jeff Schilz. Other Board members present: Greg Padgett, Don Belk, John Busch, Dan Ravenel, and Joe Thompson. Others present: Susan Anderson (Director, Office of Research and Grants Administration), Mike Auerbach (Professor and Dean, School of Sciences and Mathematics), Penny Bruner (Interim Associate Vice President for Institutional Effectiveness and Planning), Don Burkard (Associate VP for Enrollment Management), Deanna Caveny (Associate Provost for Faculty Affairs), Debbie Counts (Associate Director of Admissions), Roxane DeLaurell (Associate Professor and Chair, Department of Accounting and Legal Studies), Beverly Diamond (Senior Vice Provost for Academic Affairs), Lynn Cherry (Speaker of the Faculty and Associate Professor of Communication), Jocelyn Evans (Professor and Associate Dean, School of Business), Lynne Ford (Associate Provost for Curriculum and Academic Administration), Frank Hefner (Professor and Interim chair, Department of Economics and Finance), Courtney Howard (Director of the Center for Partnerships to Improve Education), George Hynd, Tim Johnson (Professor and Chair, Department of Classics), Alex Kasman (Chair, Faculty Academic Planning Committee), Elizabeth Kassebaum, Chris Korey (Associate professor of Biology and Director Designee of first-Year Experience), Bob Mignone (Professor and Chair, Department of Mathematics), Gavin Naylor (Professor of Biology, CofC, and MUSC Endowed Chair in Marine Genomics), and Andrew Sobiesuo (Associate Provost for International Education).

Trustee Daniel presented the following committee report:

Provost Hynd welcomed everyone and introduced new appointees – Roxane DeLaurell, Chris Korey, Courtney Howard, Jocelyn Evans, Frank Hefner, Tim Johnson, and Gavin Naylor.

Provost Hynd updated the Committee on several searches and appointments and turned the floor over to Susan Anderson for a report on extramural funding. Ms. Anderson reported that \$5.2 million was received in FY 2009, \$7 million in FY 2010, and \$11.8 million in FY 2011.

Professor Mike Auerbach reported on the College's collaborative activities with Clemson University.

Senior Vice Provost Bev Diamond provided the Committee with the College's program costs study report. Highlights included:

- The College participates annually in the Delaware Study which looks at instructional costs by department. The College compares favorably (lower instructional costs than our peers) in 7/8ths of the departments.
- The College prefers to look at program costs as opposed to departmental costs, including costs of interdisciplinary and graduate programs.
- She presented the main assumptions used in splitting costs across programs and preparing the data.

### Two Curricular Proposals:

Provost Hynd introduced two curricular proposals for the Committee's approval:

- BA in Mathematics
- MS/BS in Mathematics

**The Academic Affairs Committee moves that the Resolution to approve the BA in Mathematics be approved as presented below. The Chair called for the yeas and nays, and the Resolution was unanimously approved by voice vote.**

**COLLEGE OF CHARLESTON  
RESOLUTION OF THE BOARD OF TRUSTEES  
PROPOSAL FOR  
A BACHELOR OF ARTS DEGREE PROGRAM IN MATHEMATICS**

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**AUGUST 26, 2011**

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**WHEREAS**, upon the recommendation of the President, the Provost, the Dean of the School of Sciences and Mathematics, and the Faculty Senate, the Board has been requested to approve a Bachelor of Arts degree program in Mathematics (the “Program”);

**WHEREAS**, the Board has been advised that the new Program will join a recently revised multi-track Bachelor of Science degree in Mathematics in order to better serve students interested in mathematics, but who do not intend to pursue graduate training in the discipline;

**WHEREAS**, the new Program will provide an opportunity for more students from other disciplines to elect a second major in mathematics;

**WHEREAS**, the College plans to commence the Program in the Fall 2012 semester and the Program will be sited in the School of Sciences and Mathematics; and

**WHEREAS**, the Board has also been advised that there is sufficient student demand for such a Program, and that adequate resources are available, or are likely to become available, to finance the operations and management of the new Program 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 Program 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 (“SACS”) for such approvals and notification as may be required under controlling law or regulation; and

**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 the SACS and to implement the new Program, as described herein and presented to the Board through its Committee on Academic Affairs by the Provost.

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**The Academic Affairs Committee moves that the Resolution to approve the MS/BS in Mathematics be approved as presented below. The Chair called for the yeas and nays, and the Resolution was unanimously approved by voice vote.**

**COLLEGE OF CHARLESTON  
RESOLUTION OF THE BOARD OF TRUSTEES  
PROPOSAL FOR  
A COMBINED BACHELOR OF SCIENCE /  
MASTER OF SCIENCE DEGREE PROGRAM IN MATHEMATICS**

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**August 26, 2011**

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**WHEREAS**, upon the recommendation of the President, the Provost, the Dean of the School of Sciences and Mathematics, and the Faculty Senate, the Board has been requested to approve a combined Bachelor of Science / Master of Science degree program in Mathematics (the “Program”);

**WHEREAS**, the new Program will provide the College’s brightest students studying mathematics an opportunity and mechanism for graduating in the College’s existing programs in mathematics at both the bachelors and masters level, earning the M.S. degree within a year of the undergraduate degree, by taking a limited number of graduate-level courses while still an undergraduate;

**WHEREAS**, the College plans to commence the Program in the Fall 2012 semester and the Program will be sited in the School of Sciences and Mathematics; and

**WHEREAS**, the Board has also been advised that there is sufficient student demand for such a Program, and that adequate resources are available, or are likely to become available, to finance the operations and management of the new Program 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 Program 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 (“SACS”) for such approvals and notification as may be required under controlling law or regulation; and

**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 the SACS and to implement the new Program, as described herein and presented to the Board through its Committee on Academic Affairs by the Provost.

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And finally, Don Burkard presented a brief preliminary enrollment report.

### **ALUMNI RELATIONS COMMITTEE:**

Committee members present: Trustees Don Belk, Demetria Clemons, Frank Gadsden, Annaliza Moorhead, Toya Pound, and Jeff Schilz. Other Board members present: Trustees Greg Padgett (Chair of the Board) and Sylvia Harvey (Trustee Emeritus). Staff members present: Jack Huguley and John Hartman, along with Margaret Frierson (Alumni Association President).

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

Jack Huguley reported on upcoming events:

- **50<sup>th</sup> Anniversary Alumni Scholars Reception** will be held on Thursday, September 22, 2011, in the Hill Exhibition Gallery and Halsey Institute of Contemporary Art in the Marion and Wayland H. Cato, Jr. Center for the Arts.
- **The College for a Day: Marine Biology** – On Saturday, October 15, 2011, Marine Biology will be explored at the Grice Marine Lab, including a harbor trawl and lecture by Dr. Paul Sandifer, '68, and Senior Science Advisor for NOAA.
- **Alumni Awards Gala** will be held on Thursday, November 10, 2011 in the Crystal Ballroom at the Marriott Hotel on Lockwood Boulevard.

**“A Charleston Affair” Review** – “A Charleston Affair” has become an outstanding event with 3,538 attendees this year. Plans for next year's event on May 5, 2012 will be shared with the committee in October.

**New Alumni Website Launch** – The primary focus of the Alumni website is to enhance the on-line experience with alumni-centered features through the alumni network on MyCofC; for example, The Alumni Job Bank is a critical link to develop relationships between alumni.

**Alumni Association Revenue Sources** – The majority of revenue comes from alternative sources, including event registration fees, member benefits, and sponsorships. Since 2007 the most significant change has been the increase in revenue from event registration fees – moving from 17% in 2007 to 42% in 2010.

At the Board meeting, via conference call, Trustee Wood thanked Trustee Gadsden for chairing the committee in his absence.

### **ATHLETICS COMMITTEE:**

Committee members present: Trustee Dwight Johnson (chair), Philip Bell, and John Busch. Other Board members present: Trustee Greg Padgett (Chair of the Board) and Sylvia Harvey (Trustee Emeritus). Others present: Joe Hull, Laura Lageman (Associate Athletics Director/SWA), Steve Stroud (Associate Director of Athletics/External Affairs), and Charlotte Napier (Recording Secretary).

Trustee Johnson provided the following committee report:

Joe Hull provided the following information items:

- **TD Bank Rebranding:** The Carolina First Arena will now be the TD Arena.

- Hall of Fame RFP: The preparations and construction for the Hall of Fame Room will include the history and memorabilia of the College of Charleston and is scheduled to be completed in approximately two to three months.

Steve Stroud informed the Committee that the TD Arena will undergo Men's Basketball Reseating before the 2012-2013 season.

Trustee Johnson informed the Board that the goal is for all student athletes to have a cumulative 3.0 GPA. Last year the average undergraduate GPA was 2.95. He reported that the Athletics Department has finally reached its goal for the first time. Of 329 student athletes, the cumulative GPA is 3.01. Also, the basketball team has a 2.92+ cumulative GPA this year and women's soccer has a 3.45 cumulative GPA.

Trustee Johnson announced that the soccer match has been rescheduled for Sunday due to threats by Hurricane Irene.

And finally, Trustee Johnson asked President Benson to express condolences to Neal Baker's family at Mr. Baker's funeral today.

**AUDIT COMMITTEE:**

Committee members present: Trustees Larry Miller (chair), Philip Bell, Don Belk, and Joe Thompson. Others present: Sherrye Carradine, Gail Long, Brian McGee, Steve Osborne, and Tom Trimboli.

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

Gail Long reviewed the following audit reports:

- Monitoring and Usage of Annual leave
- Grants Receivable Credit Balances
- Fixed Assets and Construction and Progress Reconciliations
- Purchasing Cards

In addition, Gail Long reviewed the status of the 2011 Audit Plan. Thirteen audits were conducted – nine have been completed.

The Audit Committee discussed the proposed revised Ethics Policy. Steve Osborne and Tom Trimboli will prepare a redline version from the original draft to the final draft. The redline version will be distributed to the Audit Committee and appropriate College staff. A final revised Ethics Policy will be distributed to all trustees at least 30 days prior to the October Board meeting. The Board will take action on the policy at the October Board meeting.

Steve Osborne updated the Committee regarding personnel changes in the Controller's Office.

## **FACILITIES COMMITTEE:**

Committee members present: Trustees Lee Mikell, Marie Land, Dwight Johnson, and Dan Ravenel. Others present: Jan Brewton (Director of Auxiliary Services), Priscilla Burbage, John Campbell (Dean of Residence Life), Sherrye Carradine, Lynn Cherry (Speaker of the Faculty), John Cordray (Director of the Physical Plant), Bev Diamond, George Hynd, Sam Jones, Susan Morrison (Professor, Biology Department), Steve Osborne, Monica Scott, Tom Trimboli, and Alyson Goff (Executive Assistant, Business Affairs Office).

In Chair Hightower's absence, Trustee Land chaired the meeting and presented the following report:

Monica Scott provided an update on current capital projects.

- **Dixie Plantation:** The trail has been completed, and the interpretative signage is expected to be completed shortly. The barn and studio are expected to be completed in Summer 2012. The College received a \$1 million grant from the Spaulding-Paolozzi Foundation, which will be used to construct two field research stations.
- **Grice Marine Lab:** Staff is working with the project architect to finalize the programming and cost estimate.
- **Randolph Hall/Porter's Lodge/Towell Library:** The project is essentially complete with minor finishes still being done.
- **5 College Way:** The renovation work has started. Structural issues were discovered by the architect but are expected to be addressed within the current budget. Due to this issue, the project is now expected to be completed in Spring 2012.
- **72 George Street:** Mashburn Construction has been awarded the construction contract with a bid under the cost estimate. The building is expected to be ready for Fall 2012 occupancy.
- **74 George Street:** The College is working with the architect and Office of State Engineer to finalize the design. The building is expected to be ready for Fall 2012 occupancy.
- **Hungry Cougar Renovation:** The project has experienced a delay due to unforeseen infrastructure issues. The facility is expected to reopen in mid-October.
- **Center for Social Science Research:** The College has shortlisted the design/build respondents and will interview three firms within the next few weeks. The project is expected to be completed in August 2012.
- **Robert Scott Small Classroom Conversion:** Construction bids were received on August 18, and the apparent low bid is under the cost estimate. The project is expected to be completed in Spring 2012.

## **Old Business:**

Ms. Scott provided the committee with brief updates:

- **Facilities Master Plan:** The master planning team will return to campus in mid-September to meet with several groups, including members of the Board's Executive and Facilities Committees. Key findings for work to date indicate the College is deficient 550,000 assignable square feet and lacks adequate technology infrastructure and resources.
- **Exterior Signage Master Plan:** The Board of Architectural Review gave final approval to the plan. The College expects to begin implementing the new standard with gateway buildings and other buildings as funds are available.
- **Arena Marquee:** Construction documents are being reviewed by the College and Office of State Engineer with an anticipated construction completion date of mid-December.

- **Residence Hall RFP:** The College is working with the Office of State Engineer to answer questions related to the College's request to seek alternative delivery methods.
- **Sciences Facilities Use Study:** The College has finalized the programming for the build-out of the new science center and the Rita Hollings Science Center. Geology will move to the new building. Due to the lack of swing space, the renovation will most likely be phased.
- **Simons Center Renovation Study:** The College confirmed the programming needs of the School of the Arts through a study with an architect. The renovation estimate is \$18 million - \$23 million.

#### New Business:

Ms. Scott informed the Committee that the Governor had signed into law the Regulatory Relief Bill, which made changes in three primary areas related to facilities:

- **Permanent Improvement Projects:** The threshold is now \$1 million for projects to existing facilities. New construction projects remain at the \$500,000 threshold.
- **Leases:** Institutions can now enter into leases up to \$100,000 annually without going to the Budget and Control Board for approval.
- **Indefinite Delivery Contracts:** Construction IDCs are now at a two-year maximum of \$1 million, \$250,000 per order. Architectural IDCs are now at a two-year maximum of \$500,000, \$200,000 per order.

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

Committee members present: Trustees Lee Mikell (chair), Philip Bell, John Busch, Frank Gadsden, Larry Miller, Dan Ravenel, and Joe Thompson. Other Board members present: Greg Padgett, Marie Land, Toya Pound, and Jeff Schilz. Staff members present: Priscilla Burbage, Lynn Cherry, Bev Diamond, Alyson Goff, Shirley Hinson, George Hynd, Sam Jones, Gail Long, Brian McGee, Steve Osborne, and Kendra Stewart (Chair, Faculty Senate Budget Committee), and Tom Trimboli.

Trustee Mikell presented the following committee report:

Steve Osborne updated the Committee on the final state budget outcome for FY 2010, which was a \$122 million surplus. Additionally, he briefed the Committee on the current year budget projections, which has State revenue collections constant, so there does not appear to be any immediate risk of budget cuts for the remainder of FY 2012. However, he noted that the BEA urged an air of caution given the most recent unemployment numbers.

The Committee was updated on the positions being cut as required to meet the reduction needed to balance the budget for FY 2012. The positions were identified through collaboration at the Executive Vice President level and reflected eliminations within each division. The eliminations by division were:

- Academic Affairs – six positions – four faculty lines and two administrative lines
- Business Affairs – two staff positions
- Student Affairs – one staff position
- External Relations – one staff position
- Institutional Advancement – one staff position
- President's Division – one staff position

The Committee discussed the proposal for hiring an external consultant to review the operations of the College. Steve Osborne noted that both MUSC and The Citadel had recently undergone studies. The Committee asked Steve to gather additional information on the scope and cost and report the findings to the Committee by September 30, 2011. The objective of the study, from the Committee's standpoint, is a thorough, cost-effective, meaningful outcome review from an impartial perspective.

Steve Osborne briefed the Committee on the status of the Housing RFP which is currently undergoing final review by the Office of the State Engineer.

The Committee was updated on several capital projects underway, which were covered in the Facilities Committee report.

Additionally, the Committee was updated on the long-term takeout of the Bond Anticipation Notes for the new Science Center which will occur this fall.

At the Board meeting, Trustee Schilz recommended that the extra tuition from the 300 additional students be sequestered. Chair Padgett recommended it for discussion by the Finance Committee.

#### **GOVERNMENTAL AFFAIRS AND EXTERNAL RELATIONS COMMITTEE:**

Committee members present: Trustees Dan Ravenel (chair), Cherry Daniel, Lee Mikell, and Joe Thompson. Other Board Members Present: Trustee Jeff Schilz. Others present: Steve Osborne, Lynn Cherry, Bev Diamond, Lynne Ford (Associate Provost for Curriculum and Academic Administration), Mike Haskins, Shirley Hinson, and Bobby Marlowe, Mike Robertson.

Trustee Ravenel presented the following committee report:

Steve Osborne presented a brief budget update.

Shirley Hinson highlighted Government Relations' Outreach Plan for 2011-2012:

- In conjunction with the October Board meeting, the College will host an oyster roast on Thursday, October 13, at 6:00 p.m. at the New Science Center Courtyard. Elected officials from the Tri-County area will be invited.
- A Legislative Reception is planned for January 11, 2012 at the Palmetto Club in Columbia.
- The College will host the Charleston Delegation on Monday, September 19, in the Alumni Center at the School of Education, Health, and Human Performance, 86 Wentworth Street.

Shirley Hinson gave a Legislative Update:

- S.172 Transparency legislation has been amended to include Regulatory Relief.
- The College is participating in Task Forces that will provide information to the Governor for a new Accountability Funding Formula.
- Bobby Marlowe provided information regarding redistricting and how it will affect current Trustees.

Bobby Marlowe presented an update on Boeing and Washington, DC. The College is continuing efforts to further a relationship with Boeing.

Mike Haskins updated the committee on current marketing strategies to attract in-state students. This report is included in the Board Book.

**INSTITUTIONAL ADVANCEMENT COMMITTEE:**

Committee members present: Trustees Marie Land (chair), Larry Miller, and Jeff Schilz were present. Other Board members present: Trustee Frank Gadsden. Volunteer Board Liaisons present: Dr. Renee Anderson (Chair, Foundation Development Committee), Margaret Frierson '85 (President, Alumni Association), Gus Gustafson (Chair, Foundation Board), and J. J. Lamberson (Treasurer, Cougar Club Board). Committee Staff Representatives: George Hynd (Provost/Executive VP, Academic Affairs), George Watt (Executive VP, Institutional Advancement), Chris Tobin (VP for Development), and Sheila Vanek (Development Administrator).

Trustee Land presented the following committee report:

George Watt presented the College of Charleston Foundation's financial report. As of July 30, 2011 the Foundation's endowment was \$55.2 million and total financial portfolio was \$63.3 million.

Chris Tobin presented the College's fundraising summary results:

- The calendar year's new philanthropic commitments from January – July 2011 were \$4,482,329. The College of Charleston Fund raised \$359,919, an increase of 43.5% from last year at this time.
- The fiscal year's new philanthropic commitments from July 2010-June 2011 were \$9,357,864, an increase of 9.3%.
- Four vacancies are expected to be filled this year in the Development Division.
- Letters were sent to members of the Foundation Board and Alumni Association asking each Board to achieve 100% giving to the College this year. There will be a follow-up to each Trustee in order to reach 100% giving from the Board again this year."

Dr. Renee Anderson, Mr. Watt and Mr. Tobin provided an update on the College's comprehensive campaign planning efforts. The update focused on progress in the following activities:

- Strategic prioritization process with the Deans,
- DRAFT Case Statement,
- Campaign Leadership Briefings and Interviews with the Top 100 prospects,
- Creation of a campus gift acceptance policy and naming guidelines, and
- Campaign feasibility study reports

Dr. Renee Anderson spoke to the Board regarding the context and impact of this critical stage in the comprehensive campaign.

### **STUDENT AFFAIRS COMMITTEE:**

Committee members present: Trustees Demetria Clemons (chair), Don Belk, Annaliza Moorhead, and Toya Pound. Others present: Victor Wilson, Marjorie Thomas (Assistant VP for Student Affairs), Jeri Cabot (Dean of Students), John Campbell (Dean of Residence Life and Housing), Ross Kressel (President, Student Government Association), Deni Mitchell (Director for Strategic Initiatives and Staff Resource Coordinator), Kay Smith (Associate Vice President, Academic Experience), Teresa Smith (Director of Multicultural Student Programs and Services), Isaiah Nelson, Ross Kressel, and Susan Hartman (Executive Assistant to the Executive VP for Student Affairs).

Trustee Clemons presented the committee report:

She stated that the students are the heart of the College of Charleston and expressed appreciation to the Division of Student Affairs for their support of the students.

She reported a smooth opening this year despite triple assignments in the residence halls.

### **Departmental Update – Multicultural Student Programs and Services:**

Teresa Smith provided an overview of the department's services and resources provided for students to develop connections with other students, faculty and staff, and to promote success in their academic, social, and career interests. Collaborative efforts within the Division of Student Affairs and with other departments across campus make over 60 programs possible, including summer residential academic programs such as SPECTRA and SCAMP. Victor Wilson clarified that Multicultural Student Programs and Services promotes student diversity and closely monitors and addresses the needs of individual students and specific student organizations while the Office of Institutional Diversity has an entirely different mission in promoting institutional diversity for the entire campus.

### **John Campbell presented a Housing Update:**

Despite the challenge to provide housing for the increased freshmen enrollment, the need was addressed with some triplet arrangements in College Lodge doubles and adding a bed in some of the four-person suites in Berry and McAlister residence halls. The next few weeks will provide some room assignment changes, and most of the added beds are not anticipated to still be in place after the fall semester ends.

### **International Awards Received for Student Affairs Booklet:**

The 17<sup>th</sup> Annual Communicator Awards recognized the booklet for Excellence in Design and also Distinction in Photography.

### **New On-line format for George Street Observer:**

This year the George Street Observer (newspaper) will transition to an on-line format. However, the G-section (magazine insert) will still be available in hard copy.

### **Update from Student Government Association:**

Ross Kressel presented the Board of Trustees with an update from the Student Government Association.

- The SGA will promote Charleston Moves (biking) during the week of September 17 and the annual fall Bike Auction on September 12.
- SGA Senate seats will soon be filled.
- Ross will attend the Peninsula Neighborhood Association meeting this evening as the student representative.

### **AD HOC COMMITTEE ON INFORMATION TECHNOLOGY:**

Committee members present: Trustees Frank Gadsden (chair), John Busch, Cherry Daniel, and Dwight Johnson. Others present: Andrew Bergstrom, Director of Web Strategies, Information Technology; Priscilla Burbage, VP for Fiscal Services; Deanna Caveny, Associate Provost for Faculty Affairs; Lynn Cherry, Speaker of the Faculty Senate; Ross Kressel, President of the Student Government Association; and Monica Lavin, Director of Teaching, Learning & Technology.

Trustee Gadsden presented the committee report:

A legislatively required risk assessment related to use of electronic signature transactions was conducted for IT by the external firm Accuvant. The primary applications utilizing electronic signatures are e-procurement (SciQuest) and credit card processing (Touchnet.) A ‘clean’ report was made by Accuvant. As we implement additional e-signature applications, IT must finish replacement of previous generation wireless service; change the College culture to eliminate the sharing of userids and passwords; implement additional security alerts in event logs; firewall off unsecured departmental networks; cultivate a risk management mindset; formalize and document processes.

It has initiated efforts to reduce financial and institutional risk associated with identify theft by starting the implementation of a data loss prevention program. Under the auspices of the Executive Steering Committee, policies and procedures will be developed to guide actions when potential data breaches are discovered.

The BATTERY project is essentially completed and into production mode save for Famis, the facilities management application with support for space management, capital projects, and maintenance management that kicked off August 1 and that will take more than a year to complete. Initially the project is struggling for lack of vendor strength in implementation methodology. Checkpoint is the ‘operationalizing’ of intake and prioritization of new work tasks arising out of the BATTERY project. A list of 46 project requests has been vetted, prioritized, and sent to IT for implementation; half a dozen are underway. BATTERY is on-budget.

SunGard Higher Education (our vendor for the Banner applications and more) is being acquired by the holding company of smaller competitor Datatel which offers a very different ERP product to smaller colleges and community colleges. The deal will take several months to be consummated, resulting in a “combined company.” It is anticipated there will be no major effects in the short-to-medium time frame.

Google Applications accounts have been established by most all the students. Faculty/staff accounts (less email) are scheduled to be available in September; and alumni accounts will be available in January 2012. Edisto will be decommissioned this Fall.

iPads are proliferating at CofC and the teaching, Learning & Technology (TLT) department in IT has been actively coaching the faculty on best pedagogical uses. Several academic departments are utilizing iPads in large numbers to good effect. The CofC Tour app is a good example.

The Campus Master Plan Update consultants have noted that “IT is severely underfunded;” encouraged more use of video in conjunction with contemporary, highly flexible classrooms and learning spaces designed and equipped for blended learning; encouraged TLT to further develop existing strengths in instructional design; and cited technology prominently in its short list of Goals.

**[Break at 10:10 a.m. for Board of Trustees group photo in Alumni Hall.]**

*President Benson left the meeting to attend Neal Baker’s funeral.<sup>2</sup>*

**[Meeting resumed at 10:35 a.m.]**

Chair Padgett announced that a Cougar Alert was received. Classes will be cancelled effective at 2:00 p.m. due to threats by Hurricane Irene. However, Food Services and dorms will remain open. All offices will close except for essential personnel.

### **NEW BUSINESS:**

#### **2011-2012 Board Engagement Program:**

Ms. Kassebaum announced that Board Engagement information for the 2011-2012 academic year, including Governance Guidelines, was mailed to the Board. She asked all Board members to review the seven categories, especially the Mentor Program, and return the sign-up sheets by September 9.

Also, Ms. Kassebaum asked the Board to read through the Take Home Test which is their Board self-evaluation.

#### **Board Elections:**

Ms. Kassebaum notified the Board members whose terms end June 30 that no information regarding Board elections has been received to date. When Julia Norwood sends information regarding when Board members are to apply for their terms again, Ms. Kassebaum will forward it to the Board members whose terms end June 30.

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<sup>2</sup>*President Benson left the meeting to attend Neal Baker’s funeral at 11:00 a.m.*

Board Portal:

Ms. Kassebaum noted that Allie Fox, Jo Ann Throckmorton, and Andrew Bergstrom have done a great job posting Board meeting information on the Board Portal. Board members were asked to call the Help Desk with any questions regarding the Board Portal.

Trustee Gadsden noted that all Board members have a College of Charleston email address and encouraged them to learn how to access it.

New Cougar Cards:

Ms. Kassebaum reminded Board members to let us know if they would like new Cougar Cards.

Parking Permits:

Ms. Kassebaum notified all Board members that their parking passes were mailed last week.

**The motion was made by Trustee Thompson, and seconded by Trustee Bell, to go into Executive Session at 10:45 a.m. for the purpose of considering the General Counsel Report and honorary degrees and discussion of President Benson's performance objectives. All in favor.**

Chair Padgett asked the following staff members, in addition to the President, to remain and attend the Executive Session: Mike Haskins, George Hynd, Steve Osborne, Tom Trimboli, George Watt, Victor Wilson, Sherrye Carradine, Elizabeth Kassebaum, Brian McGee, and Betty Craig.

Chair Padgett noted at 11:10 a.m. that they will receive an update on the President's Contract Extension. Only the Board shall remain and attend Executive Session at this time. All persons not requested to attend this Executive Session were asked to leave the Board Room.

**The motion was made by Trustee Thompson, and seconded by Trustee Schilz, to come out of Executive Session at 11:20 a.m. All in favor.**

**[Regular session resumed at 11:20 a.m. and everyone returned to the Boardroom.]**

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

**The motion was made by Trustee Thompson, and seconded by Trustee Miller, to approve awarding Arlinda Locklear an honorary degree during the May 2012 Undergraduate Commencement Ceremony. Ms. Locklear will be the Commencement Speaker at both the a.m. and p.m. ceremonies. The Chair called for the yeas and nays, and the motion was unanimously approved by voice vote.**

**The motion was made by Trustee Thompson, and seconded by Trustee Johnson, that the meeting be adjourned at 11:20 a.m. All in favor.**