

**COLLEGE OF CHARLESTON  
BOARD OF TRUSTEES**

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

July 1, 2005  
8:00 a.m.

Presiding:  
Robert W. Marlowe, Chairman

Members of the Board Present: Mr. Donald H. Belk, Mr. J. Philip Bell, Mrs. Charlotte L. Berry, Mrs. Demetria Noisette Clemons, Dr. L. Cherry Daniel, Mr. James F. Hightower, Mr. William D. Johnson, Mrs. Marie Land, Mr. G. Lee Mikell, Mr. Lawrence R. Miller, Mrs. Annaliza O. Moorhead, Mr. Y. W. Scarborough, III, Mr. Robert S. Small, Jr., Dr. Sam Stafford III, and Mr. Joseph F. Thompson, Jr.

Trustees Absent: Mr. F. C. McMaster.

Others in attendance: President Lee Higdon; Drs. Elise Jorgens, Provost; John Newell, Dean of the Honors College; Sue Sommer-Kresse, Senior VP for Institutional Advancement; and Andy Abrams, Senior Vice President for Strategic Planning; Messrs. Jerry Baker, Director of Athletics; Fred Daniels, Senior VP for Executive Administration; Daniel Dukes, Senior VP for Governmental Affairs; Gary McCombs, Senior VP for Business Affairs; and Victor Wilson, Senior Vice President for Student Affairs; Mses. Priscilla Burbage, VP for Fiscal Services; Virginia Friedman, VP for Strategic Communications; Elizabeth Kassebaum, Secretary to the Board of Trustees; Monica Scott, VP for Facilities Planning; and also Dr. Robert Mignone, Speaker of the Faculty; Ms. Jillian Irizarry, President-Elect, Student Government Association; Mr. John W. Molony, President, Alumni Association; and Mr. Mike Robertson of the College Relations and Media Communications Office.

Head Basketball Coach Tom Herrion joined the meeting at 9:30 a.m. to view the Athletics video.

(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 8:05 a.m. by Chairman Marlowe.

Chairman Marlowe called for approval of the minutes. It was moved (Thompson) and seconded (Berry) that the minutes of the April 13, 2005, Board of Trustees meeting be approved. All in favor.

It was moved (Thompson) and seconded (Miller) that the minutes of the special meeting of the Finance Committee on June 20, 2005 in Columbia be approved. All in favor.

### **President's Report**

President Higdon informed the Board that he has written an article on liberal arts education, *Liberal Education and the Entrepreneurial Mindset: A 21<sup>st</sup> Century Approach*, published in the Winter 2005 issue of *Liberal Education Magazine*. He is working on another article regarding enrollment and its impact on education for publication in the fall or winter.

President Higdon indicated that Dwight Johnson will present information on athletics when he presents the Athletics Committee Report, but he noted that this has been the best year ever for Division I Athletics.

He reported that the admissions numbers are on target. The numbers are up both in terms of retention and SAT scores. The overall undergraduate enrollment will be approximately 66% in-state and 34% out-of-state. We are continuing to see an increase in the quality of applications and are competing for better students. The good news is that we are getting students to apply. The bad news is that there is not much financial aid available.

There are two new Need-Based Grant programs for the 2005-06 academic year:

- (1) College of Charleston Opportunity Grant Program (for continuing students). To help retain students.
- (2) Presidential Community Enhancement Grant (for new students). Twenty students were Selected, but only 15 students accepted the grant. We are trying to enroll eligible students.

President Higdon briefed the Board on a very successful legislative session this year. The general appropriated funds for all higher education institutions were reduced by \$1.9 million for FY 2005-06. The College of Charleston's portion of this reduction was \$116,000. However, the School of Business and Economics, the School of Education and the Lowcountry Graduate Center all benefited this session.

President Higdon announced the re-opening of the Stern Student Center. A series of events will take place during the "Return to the Stern" Celebration during the week of August 22-26, 2005.

Dr. Scott Shanklin-Peterson, a senior faculty member and Director of the Arts Management Program, has been awarded the Elizabeth O'Neill Verner Award by the Board of Commissioners of the South Carolina Arts Commission. This annual award recognizes the outstanding achievement and contributions in the arts in South Carolina. It is the highest honor in the Arts given by the State.

President Higdon reported that friends of the College of Charleston established the Judge Richard Fields Scholarship. This scholarship will not only provide financial support to a talented African-American student enrolled at the College of Charleston, but also serves as a testament to Judge Richard E. Fields, one of the prominent members of the community at large and the legal community in particular.

And finally, President Higdon reported that we continue to make progress in fundraising. Overall totals are encouraging. The Annual Fund has raised over \$730,000. Total fundraising this year is over \$5 million compared to \$3.8 million last year.

### **Audit Committee:**

Trustees Philip Bell, Bobby Marlowe, Marie Land, Don Belk, and Joe Thompson attended the meeting. President Higdon; Mr. Eric Forsberg, Internal Auditor; and Priscilla Burbage also attended the meeting.

Mr. Bell reported that the committee received a recent audit report from the Internal Auditor regarding the “Loss of Cougar Productions Poster Sale Funds” and management’s response.

The committee also received a copy of the policy, “Residence Life’s Policy for Handling and Storing Student Property,” developed to address the handling and storage of student property in residence halls during the residence hall’s vacating period. The policy is designed to protect the students’ property until they retrieve the property or it is determined to be abandoned.

### **Finance Committee:**

Chairman Joe Thompson noted that the Finance Committee met in Columbia on June 20 and approved \$9.5 million in new recurring revenue.

**The Finance Committee moves to adopt the proposed budget for 2005-06, including tuition and fees, as outlined behind Tab IV of the Board Booklet. Mr. Miller seconded the motion. All in favor.**

Chairman Marlowe congratulated the Finance Committee and all Board members for all their hard work to make sure this budget reflects a very modest tuition increase.

### **Facilities Committee:**

Trustees Jimmy Hightower (chair), Philip Bell, Bobby Marlowe, Lee Mikell, Larry Miller, Bill Scarborough, Tex Small, and Joe Thompson attended the committee meeting. Also attending were Jerry Baker, Bob Mignone, Susan Morrison and Monica Scott, along with Fred Daniels and the Physical Plant personnel – Dennis Foster and Joey Beck. Sylvia Harvey, Trustee Emeritus, also attended the meeting. President Higdon joined the meeting.

Mr. Hightower gave the following committee report:

He noted that the School of Education received bids within budget, and the project is scheduled for completion in July 2006.

The Stern Student Center is on schedule and will be completed next month.

The renovation of the Silcox Center is scheduled to begin in September. Demolition of the Johnson Center will begin in January.

Bids for the Simons Center project are due in August.

Mr. Hightower reported that the College began the schematic design of the Science Center in May. It is estimated that it will take eight months to complete the design development phase of the project.

The College received final state approval for Phase One of the Dixie Plantation project.

One proposal was received for the Housing/Food Service Facility, and the Committee will evaluate the response.

The College has hired Amy Pierson as the staff architect to work at the Physical Plant. She will begin work on July 5.

**The Facilities Committee moves to empower the Executive Committee to approve the Housing/Food Services proposal. Mr. Thompson seconded the motion. All in favor.**

**The Facilities Committee moves to proceed with the renovation of Maybank Hall (\$3,000,000) to include the HVAC system, as well as classrooms and technology upgrades. Mr. Small seconded the motion. All in favor.** President Higdon noted that some work will be done during the Christmas holidays, but major work won't begin until Summer 2006.

President Higdon reported that the College has hired a new golf coach and that he will ask Mark McEntire and Jamie Futrell to take a look at the Golf Practice Facility issue. He noted that it is still on line for funding. Mr. Tex Small noted that with new ownership at Patriot's Point, it is difficult to make changes in the infrastructure.

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

Trustees Charlotte Berry (chair), Dwight Johnson and Cherry Daniel, along with Foundation Board members Chip Molony, Renee Romberger and George Spaulding attended the meeting. They were joined by staff members Sue Sommer-Kresse; Nina Marsh-Thomas, Special Events Coordinator; and Carissa Sutherland, Annual Fund Assistant Director.

Mrs. Berry gave the following committee report:

The committee discussed fundraising totals for 2005. The total fundraising figures for Major Gifts and Initiatives show a 65% increase compared to the same time last year. The goal for 2005 is \$8,000,000.

An added attraction of the Cougar Club is "red" wristbands to market the Athletic Center as well as the Cougar Club.

Mrs. Berry reported that the 1770 Society is moving ahead. She noted that the Society is ahead of last year's scheduled challenge and encouraged each Board member to join the Society.

Mrs. Berry informed the Board that a Director of Alumni Relations and a Major Gifts Officer will be hired by fall.

Mrs. Berry gave the Board an update on the Board of Visitors. The committee will continue to look at other models. It can be a good fundraising opportunity, as well as good public awareness, if it is done right.

She reported that the committee discussed a Memorandum of Understanding (MOU) between a public institution and a private foundation that was developed by the Association of Governing Boards (AGB). The committee passed a motion to endorse this concept and appointed a subcommittee to develop a draft MOU to define the working relationship between the College of Charleston and the Foundation. Dr.

Cherry Daniel of the Board of Trustees and Mrs. Rene Romberger of the Foundation Board volunteered for membership on the subcommittee.

Mr. Chip Molony gave the committee a report on events that help alumni become more involved in the campus. He noted that the Cooper River Bridge Run was held on April 1 and the upcoming Alumni Fall Weekend is scheduled for October 7-9. He is working with Victor Wilson to schedule a couple of campus events to bring alumni back to the College.

### **Student Affairs Committee:**

Trustees Marie Land (chair), Don Belk, Demetria Clemons, Annaliza Moorhead, and Sam Stafford were joined by Victor Wilson; Willette Burnham, Associate Vice President for Student Affairs; Susan Payment, Director of Student Life; Jillian Irizarry; and Susan Hartman, Administrative Coordinator, Student Affairs.

Mrs. Land gave the following committee report:

Mrs. Land reported that the Student Leadership Center at 69 Coming Street is undergoing renovation. First year students are signing up for the Leadership Seminar. During Phase I, it is anticipated that 200-250 students will be able to participate in next year's activities.

She reported that on July 13 Beth DeRicco of the Center for College Health and Safety will present a workshop on drug prevention. The Center is part of the U. S. Department of Education's Higher Education Center for Alcohol and Other Drug Abuse and Violence Prevention.

Mr. Victor Wilson presented the committee with the 2005-06 goals for the Division of Student Affairs.

Welcome Week 2006 is a program which will begin in Fall 2006 to familiarize the students with the campus. An on-line planning process will be implemented to schedule events during the Welcome Week period.

Mrs. Land reported that the Stern Student Center will re-open at the end of August, with a grand re-opening celebration, "Return to the Stern," scheduled for August 22-26.

Mr. Victor Wilson discussed with the committee his efforts to rebuild campus life. They would like to focus on late-night programming with extended hours in the Stern Student Center, including the Food Court. Also, he reported that 331 students are on the waiting list for residence halls.

On behalf of the students, Ms. Jillian Irizarry explained their efforts to improve communication on campus, including a SGA newsletter, on-line information, etc. Students would like to see increased student involvement with more input from organizations.

Jennet Robinson Alterman, Executive Director of the Center for Women in Charleston, will replace Peter Hessler, author of "River Town," as the Convocation Speaker on August 22. Ms. Alterman has similar experiences to those described by Mr. Hessler in his book.

### **Academic Affairs Committee:**

Trustees Don Belk (chair), Demetria Clemons, Cherry Daniel, and Sam Stafford attended the meeting, along with Drs. Elise Jorgens, Amy McCandless and Susan Morrison, Don Burkard, and Kay Smith from Academic Affairs. Others in attendance include Drs. Bob Mignone, John Newell; Rick Heldrich, Director of Undergraduate Research; Richard Bodek, Director of Post Graduate Fellowships; Robert Pitts, Dean, School of Business and Economics; and Frances Welch, Dean, School of Education; Don Griggs, Director of Financial Aid; and Ms. Deborah Vaughn, Chair of the Faculty Academic Standards Committee; Ms. Beth Murphy, Assistant to the Provost; and Jillian Irizarry.

Mr. Belk gave the following committee report:

(1) Dr. Jorgens presented the committee with an overview of Academic Affairs:

The Honors Program has been changed to the Honors College, effective July 1, 2005. Program Director John Newell will become Dean of the Honors College of Charleston.

A New School combining the languages, area studies, and international programs will be announced in Fall 2005. The new dean will likely be an internal appointment.

As of June 30, there are 43 confirmed hires, 6 offers pending, and 12 visiting hires pending (6 of which were unsuccessful tenure-track searches). New minority (Hispanic, Black, Asian) faculty increased from 9 to 11 (an additional 4 are pending) from Fall 2004 to Fall 2005. If all pending offers are accepted, minority faculty will compose 32 percent of the new hires for 2005 (the figure was 18 percent in 2004).

(2) Dr. John Newell gave the committee a report on the Honors Program and Governor's School. The introduction of an on-line application contributed to an increased number of applications (798 versus 495 last year), enabling the College to be more selective (59 percent accepted versus 90 percent five years ago).

Dr. Newell noted that the transition from an Honors Program to an Honors College will help with recruitment and resources. Don Burkard reiterated the fundraising potential of an Honors College.

The Governor's School brings 200 of South Carolina's top students to the College every summer for a month. Over a quarter of the participants are minority students. All participants are in the top 10 percent in the State either in GPAs and/or SAT scores. The Governor's School is both a great service to the State and a great recruitment tool for the College.

Mrs. Demetria Clemons asked about minority students. Dr. Newell responded that a strong effort is made to recruit minorities. They are given a presentation, sent mailings and recruited throughout the year trying to bring minorities into the program. Over 50% apply and about 10% attend the School. In the past, it has been about 40% out-of-state and 60% in-state, but this year it is at about 50/50.

Mrs. Marie Land noted that other schools have alumni and Board members who make personal calls to potential honor students, and she is happy to help in any way.

Chairman Marlowe noted that new SATs will be administered for 2005-06 with a different scoring system. Dr. Jorgens responded that we are looking at both scores, in transition.

(3) Mr. Don Griggs gave the committee preliminary figures on applicants for Federal Aid, noting that our applicants increased from 7,402 to 7,772 in 2004.

He also provided a summary of FY 2004-05 awards, breaking down categories by Federal, State, institutional, and outside aid. The College of Charleston provides almost as much financial assistance as the State (\$14,947,036 versus \$15,710,483).

The attrition rate for students on State scholarships will probably be the same as last year – around 48 percent. A new “bridge grant” has been introduced to provide a one-time grant of \$2,500 to students who have a possibility of regaining eligibility in the next academic year.

The State is now offering students the option of using either a College of Charleston GPA or a LIFE GPA calculation (whichever is higher) to maintain their LIFE Scholarships. In 2006-07, the State will only use the LIFE GPA to calculate scholarship eligibility.

(4) Dr. Richard Bodek, Director of Post-Graduate Fellowships, gave the committee a progress report during his first year in this position. His office has established a web page and a Fellowships Steering Committee, joined the National Association of Fellowships Advisors, and identified 99 students who qualified for prestigious post-graduate fellowships.

Over 60 students attended workshops or were mentored individually. Of the nine seniors who applied for prestigious fellowships, two are pending, one received a five-year fellowship at Harvard, and another received a five-year fellowship at the University of California-Berkeley.

(5) Dr. Rick Heldrich, Director of Undergraduate Research, provided the committee with a summary of the undergraduate research and creative activities projects for the 2004-05 academic year.

Among the highlights: 116 faculty, representing 22 of 27 academic departments and every School, mentored 285 undergraduates. These collaborations resulted in 104 student presentations and 20 scholarly papers with 36 undergraduate co-authors. Student awards included a play voted among the seven best in the nation, a presentation recognized as the best in cellular biology and another in molecular biology at the South Carolina Academy of Science Annual Meeting, and a first place poster entry at the Southeastern Regional Meeting of the American Chemical Society.

(6) Dr. Robert Pitts, Dean of the School of Business, highlighted the two below-the-line projects funded for the School of Business. The first, an Economic Partnership Initiative, was given \$591,550 in recurring monies to fund three new faculty and two staff. The second, to establish an Office of Tourism Analysis for the Hospitality Program was awarded \$129,000 in non-recurring funds. The School will apply for recurring funds in the next cycle.

(7) Dr. Francis Welch, Dean of the School of Education, talked about the \$501,800 received in recurring money for a Center for Partnerships to Improve Education. The first partnership will be with Burke High School. The money will fund a program director and three faculty lines.

(8) Dr. Amy McCandless provided the committee with an update on Retention activities during the Spring Semester. Highlights included hiring five new full-time advisors, making advising mandatory for freshmen, establishing “Bridge” Scholarships for students who lose their LIFE Scholarships, creating four Learning Communities to be offered in Fall 2005, developing special orientation and advising sessions for transfer students, and implementing the Presidential Community Enhancement Grants.

(9) Dr. Susan Morrison announced that the convocation book will be *River Town: Two Years on the Yangtze* by Peter Hessler, and the convocation speaker will be Jennet Robinson Alterman. All trustees are cordially invited to attend the Convocation on Monday, August 22, 2005.

**Athletics Committee:**

Trustees Dwight Johnson (chair), Philip Bell, Jimmy Hightower and Bobby Marlowe attended the committee meeting, along with Jerry Baker; Director of Athletics; Laura Lageman, Associate Director of Athletics; Thomas Herrion, Head Coach, Men's Basketball; and Alys Anne Wiedeke, Administrative Assistant, as recording secretary.

Mr. Johnson gave the following committee report:

Mr. Baker introduced Coach Tom Herrion, who gave the committee an update on the Men's Basketball program. He noted that his program has graduated 11 of 12 seniors in three years, one of the highest graduation rates in the nation.

For the first time, the College of Charleston won the Southern Conference's coveted Germann Cup for its women's programs. It was noted that the win came without including the national achievements of Women's Sailing and Equestrian teams, both of whom competed at nationals ending 2<sup>nd</sup> and 8<sup>th</sup> respectively, and Women's Swimming and Diving. Softball had its best season ever, winning 51 games and runner-up in NCAA Regionals. Baseball also achieved its best season in history, with 48 wins, ending as high as 22<sup>nd</sup> in one national poll and honoring two players with 1<sup>st</sup> Team All-American honors. The College has a new Men's Golf coach. Mark McEntire comes to the College from LSU. Athletics will hire a Learning Specialist who will tutor and work with student-athletes at risk academically. Ten athletic teams earned Athletic Honors for the year with GPAs over 3.0.

Coach Tom Herrion joined the Board meeting at 9:30 a.m. to view the video put together by the Athletics Department to encourage students to attend games. The video will be shown to all incoming students at summer New Student programs.

**Governmental Affairs Committee:**

Trustees Bill Scarborough (chair), Bobby Marlowe, Lee Mikell, Larry Miller, and Joe Thompson attended the committee meeting, along with Daniel Dukes and President Lee Higdon. Sylvia Harvey, Trustee Emeritus, also attended the meeting.

Mr. Scarborough gave the following committee report:

Mr. Scarborough highlighted the 2005 Legislative Summary that Mr. Daniel Dukes presented to the committee.

(1) Additional state funds for special projects and programs were appropriated to the College. New recurring funds were appropriated for the School of Business and Economics – Economic Partnership Initiative (\$591,550); School of Education – Effective Teaching and Learning PK-12 Program (\$501,800); and the Lowcountry Graduate Center received an increase of \$195,000.

Also, recurring state funds were appropriated for the School of Business and Economics – Hospitality and Tourism Management Program (\$395,000); the Avery Research Center (\$300,000); and the Governor's School (\$288,000).

In addition, the College received special appropriations (non-recurring) for the School of Business – Tourism Analysis Program (\$129,000); Avery Research Center (\$100,000); the School of Education – Accelerated Schools Program (\$125,000); and the Lowcountry Graduate Center (\$100,000).

(2) Lottery proceeds were appropriated to fund technology Infrastructure for the four-year teaching universities.

(3) The General Assembly authorized a 4% pay raise for state employees effective July 1, 2005.

(4) An additional \$19 million was appropriated to the state health plan to cover rising health insurance premium costs for state employees.

(5) Amendments to State Retirement System:

(a) Retired state employees (including TERI participants) working for the State are required to pay the employee contribution to the retirement system.

(b) The earnings limitation cap for state retirees returning to work for a state agency is removed.

Also, Mr. Scarborough reported that the College is still waiting on federal funding for the Grice Lab.

Legislative functions to be held this year:

(1) Reception for Bobby Harrell, newly elected Speaker of the House

(2) Tri-County Legislative Delegation dinner with the Board at the October Board meeting

(3) Tri-County Legislative Delegation reception in Columbia during the next Legislative Session

Chairman Marlowe expressed his appreciation to Daniel Dukes for his work with the General Assembly.

### **Strategic Planning Committee:**

Trustees Tex Small (chair), Charlotte Berry, Marie Land and Annaliza Moorhead attended the meeting in Andy Abrams' Office.

Chairman Small reported that the committee discussed the 2005-06 goals and objectives.

The College is in a transition from the last phase of the Fourth Century Initiative to the next vision for programs of distinction. The committee will discuss this matter in more detail before the next Board meeting to see how they, as a committee, can assist the President.

### **New Business:**

It was moved (Johnson) and seconded (Thompson) to approve the 2006 Meeting Dates. All in favor.

Thursday and Friday, January 19 and 20

Thursday and Friday, March 30 and 31

Monday, June 5 – Special meeting of the full Board in Columbia to approve the budget and tuition.

Thursday and Friday, July 13 and 14

Thursday and Friday, October 12 and 13

Mr. Belk thanked the Student Government Association for presenting him with the first “Don Belk Award.”

Chairman Marlowe announced that at the Tri-County Delegation meeting the other evening, Joe Thompson was given the "Order of the Palmetto."

Break at 9:45 a.m.

Meeting reconvened at 10:00 a.m.

There being no further business, it was moved (Miller) and seconded (Stafford) to go into Executive Session. All in favor.

It was moved (Land) and seconded (Thompson) to come out of Executive Session and resume Regular Session. All in favor.

Regular Session resumed at 11:40 a.m. It was moved (Land) and seconded (Miller) that an honorary degree be awarded to Sallie Krawcheck, Speaker at the May 2006 Commencement Exercises.

There being no further business, it was moved (Scarborough) and seconded (Stafford) that this meeting of the Board of Trustees be adjourned. All in favor.

Meeting adjourned at 11:40 a.m.