

**COLLEGE OF CHARLESTON
BOARD OF TRUSTEES**

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

March 31, 2006
8:30 a.m.

Presiding:
Robert W. Marlowe, Chairman

Members of the Board Present: Mr. Donald H. Belk, 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.

Trustee Emeriti Present: Mrs. Sylvia Harvey

Trustees Absent: Mr. J. Philip Bell

Others in attendance: President Lee Higdon; Drs. Elise Jorgens, Provost; Norine Noonan, Dean, School of Sciences and Mathematics; and Sue Sommer-Kresse, Senior VP for Institutional Advancement; Messrs. Fred Daniels, Senior VP for Executive Administration; Daniel Dukes, Senior VP for Governmental Affairs; Greg Evans, VP for Development; Mike Haskins, VP for Marketing; Gary McCombs, Senior VP for Business Affairs; and Victor Wilson, Senior Vice President for Student Affairs; Mses. Allyson Beckman, Director of Special Projects; Priscilla Burbage, VP for Fiscal Services; Virginia Friedman, VP for Strategic Communications; Elizabeth Kassebaum, Secretary to the Board of Trustees; Laura Lageman, Associate Director of Athletics; Monica Scott, VP for Facilities Planning; and also Dr. Robert Mignone, Speaker of the Faculty; Ms. Jillian Irizarry, President, Student Government Association; and Mr. Mike Robertson of the College Relations and Media Communications Office. Diane Knich, *Post & Courier* reporter, also attended the meeting.

(In accordance with requirements of the *S. C. Freedom of Information Act*, news media was notified of the time, location, and agenda for this meeting).

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

Chairman Marlowe introduced Mike Haskins who has assumed the new position of Vice President for Marketing. Mr. Haskins will coordinate the College's marketing and communications efforts and will direct the staffs of Media Relations, Publications and Marketing Communications. Mike formerly was the Senior Director of Publications and Marketing Communications at the University of San Diego. He comes to the College with more than 15 years of higher education experience in integrated marketing, communications, publications and institutional branding. His responsibilities include integrating and improving the College's brand marketing and direct marketing, building a stronger regional and national identity for the College, enhancing support for our programs and initiatives, and initiating and leading a campus-wide branding and visual identity program.

Also, he introduced Allyson Beckman, who came to the College in January as the new Director of Special Projects in the President's Office. She comes from Texas, having been a lawyer trying cases and counseling clients on labor and employment issues at both the State and Federal levels. She brings with her a wealth of experience, not only as a lawyer but from her previous life as a Probation Officer in the Texas state criminal system.

Chairman Marlowe called for approval of the minutes. It was moved (Thompson) and seconded (Land) that the minutes of the January 20, 2006, Board of Trustees meeting be approved. All in favor.

President's Report

President Higdon noted that a copy of the Fourth Century Initiative Booklet, summarizing the last four years, is at each Board member's place. To celebrate the 4CI achievements, best-selling author, Mr. James Bradley, will present a special lecture, "Doing the Impossible," on Wednesday, April 5, 2006, at 5:30 p.m. in the Sottile Theatre, followed by a reception.

He noted that there are many new faculty publications, representing extraordinary accomplishments, on the sideboard.

He also informed the Board that The National Aeronautics and Space Administration (NASA) selected the College of Charleston for two grants to conduct gamma ray research. One of the grants was awarded to Jon Hakkila, professor and chair of the Department of Physics and Astronomy; and the other grant was awarded to Timothy Giblin, assistant professor of astrophysics.

Loren Bridges and Alfred Hall were recognized for their photography and design, respectively, at this year's local ADDY competition. Ms. Bridges received a Gold ADDY Award for her photo essay, and Mr. Hall received two Silver ADDY's for the poster, "Diversity: A College of Charleston Core Value" and the brochure for the College's 2005 Convocation Ceremony.

President Higdon announced the publication of two articles, one in *Educause* magazine and the other in *Trusteeship* magazine. Copies are at each Board member's place.

A Senior Week brochure, including events scheduled during the week, is at each Board member's place. These events include:

- Senior Class/Young Alumni Cookout on Saturday, April 1, at 8 p.m. in the Cistern yard.
- Music Under the Oaks on Sunday, April 2, at 4:00 p.m. in the Cistern yard.
- Graduation Fair and Ice Cream Social on Monday, April 3, noon to 3 p.m., Physicians Promenade.

- Reception at the President's House on Tuesday, April 4, at 4 p.m. in the Garden Courtyard at 6 Glebe Street.
- Senior Field Day on Wednesday, April 5, noon to 2 p.m. in the Stern Center Gardens.
- Senior Dance Under the Oaks on Thursday, April 6, at 7 p.m. in the Cistern yard.

The Sottile House received an award from the S. C. Historic Preservation Society for its renovations. Also, the Stern Student Center received a renovation award from the Association of College Unions International.

He reported that the athletic teams did very well and noted that an Athletic Team Report Summary is at each Board member's place.

And finally, he reported that the overall undergraduate enrollments are on target to meet the goal of 9,869. Undergraduate admissions is also on target to meet its goal of 1,900 for entering freshmen and 805 for incoming transfers. Overall applications for admission are up 4.1% again this year. Freshmen applications are up 5.1% (6.5% in-state and 2.7% out-of-state). A freshmen waitlist will be invoked during the first week of April. A goal has been set to increase the freshmen average SAT score from 1213 in Fall '05 to 1220 next fall. Fifty-four South Carolina students with SAT scores greater than 1350 have been accepted into the Honors College compared to 41 at the end of March last year, representing over 30% increase. Last year the College was accepted for membership to the National Merit Scholarship Program. We have seven National Merit Scholars accepted as freshmen for Fall '06 compared to only three last year at this same time.

Finance Committee:

Trustees Joe Thompson (chair), Bobby Marlowe, Larry Miller and Bill Scarborough attended the meeting. Staff members present were Gary McCombs, Priscilla Burbage, Sam Jones, and Elise Jorgens. Dr. Bob Mignone, Speaker of the Faculty, also attended the meeting.

Chairman Thompson reported that Sam Jones discussed the budget adjustments reflected through February 28, 2006. There was one adjustment affecting the bottom line budget, as well as the ordinary realignments within operating divisions. Of most significance was the recording of the adjustments to recognize the non-recurring appropriations for Avery (\$100K), the Lowcountry Graduate Center (\$100K), and the Hospitality & Tourism Program (\$129K).

The Finance Committee moves that the budget adjustments to the February 28, 2006 Financial Statements be approved as presented behind Tab 3 of the Board Book. Marie Land seconded the motion. All in favor.

Gary McCombs updated the Committee on the current and projected bonding capacity of the College and the relationship of that capacity to the scheduling of new debt. Discussed, in particular, were the construction of the new science center, the renovation of the current facility, and the arena.

Facilities Committee:

Trustees Jimmy Hightower (chair), Philip Bell, Bobby Marlowe and Lee Mikell attended the committee meeting. Also attending were Fred Daniels, Susan Morrison, Norine Noonan, and Monica Scott, along with the Physical Plant personnel – Dennis Foster, Amy Pierson, and Joey Beck.

Mr. Hightower gave the following committee report:

Mr. Hightower noted that construction of the School of Education facility is scheduled for completion in August 2006.

The George Street Project is underway with completion scheduled for August 2007.

The final Board of Architectural Review (BAR) approval for the Athletics Complex has been received. Advertisement for construction bids will begin the end of May and construction is scheduled to begin in early August 2006, with completion in August 2008.

The addition to the Simons Center will be re-bid at the end of May.

Patriots Point facilities upgrade construction is scheduled to begin June 1.

Requests for Proposals have been issued for the Golf Practice Facility. Proposals are due June 1.

The Physical Plant, with the assistance of Lee Mikell, has established an Energy Conservation Plan. Mr. Mikell reported that SCANA is working with the College to find ways to make the buildings on campus more energy efficient. President Higdon thanked Mr. Mikell for his efforts.

The Facilities Committee moves that Chairman Marlowe, Jimmy Hightower, Lee Mikell and Joe Thompson serve on a Special Task Force to review the construction plans for the new Science Center, and that the Board approve the application of \$33 million in institutional bonds for this project. Don Belk seconded the motion. All in favor.

Chairman Marlowe welcomed Diane Knich, *Post and Courier* reporter.

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

Trustees Charlotte Berry (chair), Cherry Daniel, and Dwight Johnson, along with Foundation Board members Sharon Kingman (via conference call) and Renee Romberger, attended the meeting. They were joined by staff members Greg Evans; Jack Huguley, Director of Alumni Services; Nina Marsh-Thomas, Special Events Coordinator; Sue Sommer-Kresse; Lindsey Ballenger, Assistant Annual Giving Director; and Carissa Sutherland, Annual Giving Director. Other guests who attended the meeting include: Michael Haskins, VP for Marketing; Jacqui Barry, SGA President; Sylvia Harvey, Trustee Emeritus; and Amy McCandless, Associate Provost.

Mrs. Berry presented the following committee report:

Mr. Greg Evans presented the Committee with an updated 2006 External Fund Raising Report. The report reflects dollars raised from all external sources, i.e., the College of Charleston Foundation, Alumni Association, Cougar Club, Grants, and In-Kind gifts.

Ms. Lindsey Ballenger presented the Committee with the College of Charleston Foundation Annual Scholarship Policy which was created to streamline the renewal and stewardship process and to increase levels of annual scholarship support. Under the new policy, restricted scholarships will require a minimum \$2,500 gift. Gifts for annual scholarships under \$2,500 will be credited to the general scholarship fund.

Mrs. Berry discussed the timeline for a Capital Campaign. We are on target and are continuing to hire staff to manage a campaign. By 2008, hopefully we will have major gifts and will be able to begin the Campaign. She noted that the color sheet at each Board member's place indicates the process for a campaign, and pointed out that an important aspect of any Capital Campaign is "What does the Board do?" She reiterated that 100% giving from the Board of Trustees is needed every year.

Jack Huguley announced to the Committee the end of a three-year strategic plan and emphasized three areas of the plan:

- Enhance the infrastructure, i.e., identify a common vision, marketing plan statement; train student alumni to be future leaders.
- Enhance programs and services, i.e., career planning for post graduate students.
- Improve communication between the College and alumni, i.e., develop a comprehensive integrated alumni database.

Mrs. Berry reported that the Office of Annual Giving raised \$1.2 million in 2005. The goal for 2006 is \$1,391,000, a 10% increase over 2005.

On February 15 and 16, 2006, the Foundation Board held its annual retreat and created six important guidelines to follow:

- Restructure Board meetings to allow more time for discussion, planning, and social interaction.
- Explore methods to enhance communication and cooperation between the Alumni Association and the Foundation Board.
- A subcommittee will address the capital campaign.
- Define the expectations of Board members to raise their level of involvement in fund-raising.
- Increase public's awareness of the value of the College and the role of the Foundation Board.
- Strengthen the Deans' relationship to the Foundation Board and fund-raising.

In an effort to bring prospects and donors to the College, the Foundation will:

- Publicize the Economic Impact Study completed by the Riley Institute.
- Prepare an "elevator speech" about facts and bragging points of the College.
- Coordinate communications with the Vice President for Marketing.
- Create a Communications and Marketing Committee.

The Guenveur family acquired 57 Coming Street in 1925 and raised their five children in the house. Through the leadership of their daughter, Dr. Louise Guenveur Streat, a family scholarship was established in honor of her parents in 2001. In 2005, the College of Charleston purchased the home for faculty offices and programs. Dr. Streat gave an in-kind gift.

The Institutional Advancement Committee moves that 57 Coming Street and garden be named the Edward Leon Guenveur House and the Laretta Goodall Guenveur Garden. Mr. Scarborough seconded the motion. All in favor.

Sam Stafford noted that this is a great Alumni Relations Plan and thanked President Higdon for his support. President Higdon responded that Jack Huguley is the right person for the job, and the College must connect with the alumni.

Student Affairs Committee:

Trustees Marie Land (chair), Don Belk, Demetria Clemons, Annaliza Moorhead, and Sam Stafford were joined by Victor Wilson; Allyson Beckman; John Campbell, Dean of Residence Life; Jillian Irizarry; Lindsay Earnhardt, Senior Class President; and Susan Hartman, Administrative Coordinator, Student Affairs.

Mrs. Land gave the following committee report:

Mrs. Land reported that Lindsay Earnhardt gave the Committee a copy of the Commencement flyer, as well as an updated list of events on campus. The senior class gift this year is a bronze seal for the Stern Center. This gift is made possible by donations from 90% of the senior class.

Mr. John Campbell presented the Committee with a Six-Year Plan for the Residence Life Budget. The proposed 7.5% fee increase will help address necessary repairs as well as mold remediation and exterior repairs on Buist and Rutledge residence halls and historic houses. The increase brings the tier pricing in line for the new rooms which will come online in 2007. Currently, there are rooms for 925 upperclassmen and 1,847 freshmen. The goal is to eventually have 4,000 beds on campus, and the George Street Project will increase that number to approximately 3,500.

Mr. Victor Wilson updated the Board on Student Honor violations. Six students were arrested for assaulting a police officer, but all charges were dropped. Two basketball players were arrested, but they were not charged. The five students arrested for vandalism at the Battery have gone through processing, with their cases either resolved or pending further processing by the City – one student was recommended for expulsion, another student was in violation and received general sanctions, two students were not in violation, and the other student who hasn't returned to the College is seeking counseling, but he may be suspended also. He noted that this is only a small number of our students. Also, Dr. Sam Stafford noted that none of these students are associated with a fraternity.

Mrs. Land announced that the process has begun to fill the position of Associate Vice President for Student Affairs vacated by Willette Burnham who is leaving the College today to serve as Vice President for Diversity at MUSC.

She noted that an award of excellence from "Outside the Classroom" was displayed for drug and alcohol prevention efforts and participation this year.

The Board of Trustees will tour the newly renovated Health Services facility at the July Board meeting.

Ms. Jillian Irizarry, in her last Board of Trustees meeting, gave the Board a report on Student Government Association activities since the last meeting. Also, she noted that elections were recently held with a 251% increase in turnout due to a higher level of competition and the on-line ballot process. Jacqui Barry was elected the new SGA President beginning Fall 2006.

Academic Affairs Committee:

Trustees Don Belk (chair), Demetria Clemons, Cherry Daniel, and Sam Stafford attended the meeting, along with Sylvia Harvey, Trustee Emeritus; Drs. Elise Jorgens, Amy McCandless, Susan Morrison, and Don Burkard from Academic Affairs. Others in attendance include Curtis Amos, Principal of Burke High School; Allyson Beckman, VP for Special Projects; Lynn Cherry, Faculty Marshal; Paula Egelson, Director of the Center for Partnerships to Improve Education; David Goss, Director of Advising; Jon Hakkila, professor and

chair of the Department of Physics and Astronomy; Jillian Irizarry, SGA President; Bob Mignone; Norine Noonan, Dean, School of Sciences and Mathematics; Sandy Powers, Dean of Undergraduate Studies; and Kay Smith, Associate VP for the Academic Experience; and Fran Welch, Dean, School of Education.

Mr. Belk gave the following committee report:

Dr. Elise Jorgens announced to the Committee the reorganization of the Undergraduate Studies Office. The core functions of the current office will be moved closer to the Advising Center in the Lightsey Center, and a new Office of Undergraduate Academic Services will be headed by Dr. Lynn Cherry. Sandy Powers will become an Associate Vice President and will serve as Dr. Jorgens' liaison to the Commission on Higher Education in Columbia, SC. She also mentioned there has been some discussion about combining the work of the Academic Affairs Committee with the Fourth Century Initiative and Strategic Planning Committee in overlapping areas.

Mr. Belk informed the Board that Amy McCandless, Associate Provost, presented the Committee with a report on the revised Discrimination, Harassment, and Abuse Policies and Reporting Procedures. The revised documents present a comprehensive policy of discrimination, harassment, and abuse as opposed to a stand-alone sexual harassment policy. They add information from South Carolina laws relevant to students under 18. They simplify reporting procedures by having faculty bring complaints to the associate provosts, students to the Dean of Students, and staff to the Director of Human Relations. The College clearly states it will not tolerate harassment.

The Academic Affairs Committee moves that the Board of Trustees accept the new policies, "Prohibition of Discrimination and Harassment, including Sexual Harassment, and Abuse" and "Reporting Responsibilities for Discrimination, Harassment, and Abuse." Larry Miller seconded the motion. All in favor.

Mr. Belk also informed the Board that Dean Norine Noonan and Dr. Jon Hakkila presented to the Committee proposals for two new majors in astronomy and astrophysics. As noted in the proposals, the College's Department of Physics ties for third place nationally in the number of majors; one third of these also obtain an astronomy concentration. When approved, these will be the only undergraduate majors in astronomy or astrophysics in South Carolina.

The Academic Affairs Committee moves that the Board of Trustees approve the proposals for a B.S. in Astrophysics and a B.A. in Astronomy. Sam Stafford seconded the motion. All in favor.

Mr. Belk reported that Dean Francis Welch introduced to the Committee Paula Egelson, Director of the Center for Partnerships to Improve Education; and Mr. Curtis Amos, Principal of Burke High School, to talk about the pilot project underway between the College's School of Education and Burke High School to improve educational outcomes for low performing schools. The methods found successful in this pilot program will subsequently be used to improve education at low performing urban and rural schools throughout the state.

Susan Morrison, Associate Provost, announced to the Committee that *Year of Wonders: A Novel of the Plaque* by Geraldine Brooks will be the Convocation book for 2006.

Kay Smith, Associate VP for the Academic Experience; and David Goss, Director of Advising, presented the Committee with a report on recent developments in the Academic Advising and Planning Center. In 2005-06, six full-time advisors were hired, and they are working with twelve part-time advisors to serve undeclared students. The Center's goal is eleven full-time professional advisors assisted by two to four

part-time advisors. A Gateway Program has been established to work with undeclared students to help them “decide which major best suits their interests, skills and values.”

And finally, Mr. Belk informed the Board that Bob Mignone will report on the recommendations of the General Education Committee at the July Board meeting.

Athletics Committee:

Trustees Dwight Johnson (chair), Philip Bell, Jimmy Hightower and Bobby Marlowe attended the committee meeting, along with guests Mike Haskins, VP for Marketing; and student-athletes Phillip Coker (baseball) and Jenna Marks (women’s tennis). Also present were Jerry Baker; Director of Athletics; Laura Lageman, Associate Director of Athletics/Senior Woman Administrator; and Alys Anne Wiedeke, Administrative Assistant, as recording secretary.

Because Mr. Johnson left the Board meeting early, Mr. Hightower presented the following committee report:

Mr. Hightower reported that the Southern Conference has awarded three of its seven graduate scholarships to College of Charleston athletes – Phillip Coker (baseball, Cumulative GPA 3.94); Jenna Marks (women’s tennis, Cumulative GPA 4.0); and Rebecca Wieters (volleyball, Cumulative GPA 3.97).

The Women’s Sailing Team is ranked #1 in the nation, and the coed team has also been ranked #1 in the nation this year. The College will host the major national sailing tournament May 24-June 2 at the Walker Center at Patriots Point.

The College continues to explore options for obtaining a Track and Field facility. A great facility and site would be an important advantage in recruiting.

The NCAA Certification Committee’s site visit will occur May 10-12 with two of the four committee members coming to the College of Charleston. The College provided the Committee with additional materials they requested before the site visit.

Governmental Affairs Committee:

Trustees Bill Scarborough (chair), Bobby Marlowe, Lee Mikell, Larry Miller, and Joe Thompson attended the committee meeting.

Mr. Scarborough highlighted Mr. Daniel Dukes’ written report to the committee. The House Ways and Means Committee completed their version of the FY 06-07 Appropriations Bill. The Committee increased funding for higher education by almost \$31 million. All of the funds were used for special appropriations to institutions or for parity funding. There were no cuts to institutions under formula funding, nor increases. Special appropriations were appropriated for the Avery Research Center (\$300,000); Governor’s School (\$395,000); Hospitality, Tourism and Management Program (\$591,550); and the School of Education – Effective Teaching and Learning PK-12 Program (\$501,800) all received continued funding from recurring funds. The Lowcountry Graduate Center received an additional \$450,000 in recurring funds, bringing the total budget to \$1,100,000. The Accelerated Schools Program received \$125,000 in non-recurring funds. Non-recurring funds were appropriated for the Real Estate Program (\$612,764), Office of Tourism Analysis (\$150,000), and Marine Genomics (\$603,000). Total Parity Funding of \$9 million was given, and the College of Charleston received \$524,238 of that amount. The LIFE, Palmetto Fellows, and

HOPE Scholarships were fully funded. 30.75 other funded FTE lines were added to the Appropriations Bill for the College of Charleston. \$51 million was appropriated for a 3% pay raise for state employees. \$30 million was appropriated for annualization and growth to the state employee health insurance program. The State Electronic Library did not receive any funding. The Ways and Means Committee restricted the increase in in-state undergraduate tuition to the HEPI (cap) plus \$250 per semester. The Committee raised the mileage reimbursement for state employee travel to 44 cents per mile. The full House of Representatives will debate the Appropriations Bill the week of March 27. Then the Bill will go to the Senate.

Mr. Daniel Dukes further noted that MRR Parity Funding hasn't been around a long time. CHE has addressed it, but nothing has been done. The House did address it for the first time with some money – 45% for Carolina and 90% for The Citadel. The House plan is more aggressive than the CHE plan. Some schools did not receive any parity funding.

New Business:

Chairman Marlowe noted that Board officers (chairman, vice chairman and secretary) will be elected at the July 14 Board meeting. Also, at the July 14 Board meeting, the three new Board members (John Busch, Frank Gadsden and John Wood) will attend the committee meeting of the Board member they are replacing. Frank Gadsden will be eligible to vote at the special June Board meeting because he is filling Creighton McMaster's term beginning April 4, 2006. John Busch and John Wood will not be eligible to vote until July 1. New committee assignments will be effective at the October 14, 2006 Board meeting.

The Fourth Century Initiative and Strategic Planning Committee will be incorporated into the Academic Affairs Committee, and the establishment of a new Alumni Services Committee is proposed to deal with alumni activities and ways to involve alumni. There has been positive feedback from alumni.

Mr. Hightower asked Dennis Foster, Director of the Physical Plant, to explain the College's energy conservation plans. Mr. Foster briefed the Board on Performance Contracting being done to replace needed mechanical electrical systems for more energy efficiency. The College is in the process of hiring an energy consultant to assist in the process.

Break at 9:50 a.m. Meeting reconvened at 10:05 a.m.

There being no further business, it was moved (Daniel) and seconded (Berry) to go into Executive Session at 10:05 a.m. All in favor.

Regular Session resumed at 11:10 a.m..

It was moved (Land) and seconded (Thompson) that F. Creighton McMaster qualifies for an automatic title of "Trustee Emeritus." All in favor.

It was moved (Land) and seconded (Thompson) that Robert S. Small, Jr. qualifies for the title of "Trustee Emeritus." All in favor.

Chairman Marlowe thanked Charlotte Berry and Tex Small for their service on the Board of Trustees because their term expires on June 30, 2006.

There being no further business, it was moved (Small) and seconded (Scarborough) that this meeting of the Board of Trustees be adjourned at 11:10 a.m. All in favor.