

COLLEGE OF CHARLESTON

BOARD OF TRUSTEES

President's Board Room

College of Charleston

Charleston, South Carolina

January 21, 2005

8:30 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. F. C. McMaster, 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.

Others in attendance: President Lee Higdon; Drs. Elise Jorgens, Provost; and Sue Sommer-Kresse, Senior VP for Institutional Advancement; Messrs. Jerry Baker, Executive Athletic Director; Fred Daniels, Senior VP for Executive Administration; Daniel Dukes, Senior VP for Governmental Affairs; Greg Evans, VP for Development; 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; Chris Schlosser, Special Assistant to the President for Special Projects; Monica Scott, VP for Facilities Planning; and also Dr. Robert Mignone, Speaker of the Faculty; Mr. Lance Hagaman, President, Student Government Association; Mr. Roy Snipe and Mr. Mike Robertson of the College Relations and Media Communications Office.

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

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

Chairman Marlowe introduced and welcomed four new employees at the College of Charleston:

- (1) Dr. Kay Smith, the new Associate Vice President for the Academic Experience.
- (2) Mr. Paul Verrecchia, the new Public Safety Director.

(3) Mr. John Campbell, the new Residence Life Director.

(4) Mr. Michael Duncan, the College's first Director of the Student Leadership Center.

Chairman Marlowe called for approval of the minutes. It was moved (Thompson) and seconded (Belk) that the minutes of the October 29, 2004, Board of Trustees meeting be approved. All in favor.

President's Report

President Higdon reported briefly on our Fall athletic team records and enrollment.

He said we are focusing on a joint program in Genomics with the Medical University of South Carolina. A committee is working to design this national program. We will not have to take it to the Commission on Higher Education because it will be a part of our existing degree program in marine biology.

He introduced Elise Jorgens to give the Board more information on the Life Sciences Program and Genomics. Dr. Jorgens noted that it will be a master's degree in marine genomics. Marine genomics focuses on the shrimp industry. The Public Administration program is strong at the College. We are looking at the possibility of a joint program in health care also.

Dr. Jorgens added that we have a very successful Bilingual Interpretating Program. We are looking at the possibility of adding Bio-medical Interpretating, especially Spanish. The Medical University has someone who could assist with such a program and is interested in using the expertise of our science faculty as well. We are looking at the opportunity to collaborate with Clemson University also. You will hear more about this.

Kay Smith is our new Academic Experience officer. We are working with the Noel-Levitz firm and Charles Schroeder to review our Strategic Action Plan for Retention. Amy McCandless will chair the Retention Committee. The Retention Coordinating Team will be comprised of Advising, Registrar, Student Affairs, and Career Counseling.

Dr. Jorgens presented four strategic goals:

(1) 90% retention rate for freshmen to sophomore. The retention rate is currently at 84%.

(2) Achieve four-year graduation rate of 55% by 2012. Currently the rate is 46.3%.

Target specific populations:

(3) African-American

(4) Achieve goal for transfer students

To help increase the retention rate:

(1) Early Intervention: We need to identify these students.

(2) Half of the recipients of state scholarships lose them by the end of the year. How to help them keep

their scholarships?

(3) Provide Need-Based Scholarships.

(4) Advising needs to be improved. Kay Smith will do a review/analysis.

(5) Continue to look at the level of student services.

President Higdon thanked Dr. Jorgens and continued his report on Need-Based Awards. Money has been set aside for the next four years. Presidential Community Enhancement Grants up to \$2,000 will be awarded to incoming freshmen in Fall 2005. We will report back to the Board in April.

In addition, he noted there is a close relationship between financial need and retention. Therefore, an Opportunity Grant Program will be established to assist students with high financial need who lose eligibility for the LIFE Scholarship to continue their education at the College for the 2005-06 academic year. Grants will be up to \$2,500, but there is no guarantee beyond one year.

President Higdon went on to report briefly on the College's celebration of the Dr. Martin Luther King, Jr. Holiday, the Science Center, the Diversity Administrator position search, media stories, and a variety of miscellaneous good news.

Chairman Marlowe noted that one of the "good news" items, "Dr. Letvin and Dr. Crofts have been recognized as two of the top researchers in the field of Hospitality and Tourism," is a real achievement by the faculty, is nothing short of phenomenal, and we need to recognize that.

Audit Committee:

Trustees Bobby Marlowe, Marie Land, Don Belk, Creighton McMaster, and Joe Thompson attended the meeting. President Higdon, Mr. Eric Forsberg, Internal Auditor, and Gary McCombs also attended the meeting.

In Mr. Bell's absence, Mr. Marlowe presented the committee's report:

Mr. Marlowe reported that Eric Forsberg discussed inventory control with the committee, resulting in some new accounting procedures that will be implemented to keep track of equipment.

Finance Committee:

Trustees Joe Thompson (chair), Bobby Marlowe, Creighton McMaster, Larry Miller, and Bill Scarborough attended the committee meeting. Others in attendance included Priscilla Burbage, John Campbell, Daniel Dukes, Sam Jones, Elise Jorgens, and Gary McCombs. President Higdon joined the meeting as well.

Mr. Thompson reported that Sam Jones discussed the budget adjustments reflected through December 31, 2004. There were no adjustments to the bottom line budget, only realignments within operating divisions.

The Finance Committee moves that the budget adjustments to the December 31, 2004 Financial

Statements be approved as presented behind Tab 3. Mr. Bell seconded the motion. All approved.

The committee had an in-depth discussion about the MS in Historic Preservation – a joint program with Clemson University and the proposed fee structure.

The Finance committee moves that the fee structure be approved as presented behind Tab 3, with the caveat that the administration has the authority to finalize discussions in regard to the distribution of certain portions of the fee to the appropriate and necessary funds. Examples include tuition, capital improvement funds, athletics, health services, and student activities. Mr. Bell seconded the motion. All approved.

John Campbell, the new Dean of Residence Life and Housing, presented to the committee the proposed increase in housing rates for 2005-2006 which average 7.5%. Additionally, the pricing of the single room rate has been restructured to be 15% above the double rate for each tier respectively. Gary McCombs presented the recommended increase for food services, which is 5.8%. After discussion, the Finance Committee found these increases appropriate.

The Finance Committee moves that the 2005-2006 Housing and Food Service Fees be approved as presented behind Tab 3. Mrs. Berry seconded the motion. All approved.

Priscilla Burbage informed the committee that the College received an unqualified opinion and there were no management letter items on the 2003-2004 Comprehensive Annual Financial Report. **For the record, a copy of the 2003-2004 Comprehensive Annual Financial Report is at each Board member's place.**

Gary McCombs discussed with the committee the comparison of the College of Charleston to Moody's Investor Services Median Financial Ratios for Public Institutions.

Priscilla Burbage discussed with the committee an analysis to ensure that the use of cell phones was as economical as possible, as well as a review of the adequacy of current policies and procedures. This has resulted in a new cell phone program with a single vendor which is estimated to save the College \$18,000 per year.

Facilities Committee:

Trustees Jimmy Hightower (chair), Lee Mikell, Bobby Marlowe, and Tex Small attended the committee meeting. Also attending were Jerry Baker, Susan Morrison; and Monica Scott, along with Fred Daniels and the Physical Plant personnel – Jim Shumate, Dennis Foster, and Joey Beck. President Higdon joined the meeting.

Mr. Hightower noted that the committee met in the beautifully restored Sottile House. He reported that construction of the Athletics Complex is scheduled to begin in June 2005, and that final approval has been received from the Board of Architectural Review (BAR) to begin the Simons Center project. Bids for the Simons Center project are anticipated April 2005.

Mr. Hightower called on Monica Scott to give a status report on the Science Center project. Mrs. Scott noted that the consultants completed an Executive Summary of their study of the project. The summary

included program highlights for the new building on the “K” Lot, renovation of the Hollings Science Center, and new proposals for the Psychology Department. The cost of the package will be close to \$62 million.

Mr. Hightower gave the following facilities report:

- (1) The School of Business construction should be completed by March 2005.
- (2) Renovations which began in 1989 on the Avery Research Center are now complete.
- (3) Bids for the Stern Center renovation were due yesterday, January 20, 2005.
- (4) Phase One of the Student Services Center renovation is complete.
- (5) The Baseball/Softball batting cages are completed.
- (6) Because the intramural fields at the James Island County Park are in jeopardy due to a proposed road extension, the Charleston County Parks and Recreation Commission will allow the College to use their intramural fields for five years at no cost. The College is developing an annual operating budget for the facility.
- (7) The Communications Museum, now located at 58 George Street, will be relocated.

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 David Hay, Chairman of the Foundation Fund Raising Committee; Bill Medich; Tap Johnson, and Renee Romberger attended the meeting. They were joined by staff members Sharon Chellis, Greg Evans, Sue Sommer-Kresse, Tom Maertens, Major Gifts Officer; Lori Miller, Major Gifts Officer; and Kristen McCormick, Director of Annual Giving.

Mrs. Berry thanked the staff for their presentation at yesterday’s committee meeting and gave the following committee report:

\$7.5 million in cash and pledges was raised in 2004. The goal for 2005 is \$8 million.

Kristen McCormick reviewed the Annual Fund totals for 2004. The committee discussed ways to enhance the Annual Fund.

Mrs. Berry suggested reactivating the Board of Visitors to serve at the ambassadorship level. She recommended forming a committee to study other college models. This would help with public relations and financial development.

Chairman Marlowe applauded the idea of reinstating the Board of Visitors.

Student Affairs Committee:

Trustees Marie Land (chair), Don Belk, Demetria Clemons, Annaliza Moorhead, and Sam Stafford were joined by Victor Wilson; Willette Burnham, Associate VP for Student Affairs; Sam McLauren, SGA Freshman Senator; Cyrus Buffum, SGA Chief of Staff; Sara Donnelan, SGA Treasurer; John Campbell, Dean of Residence Life and Housing; Tavia Sessoms, Director of Residence Life Assignments; Michael Duncan, Director of Student Leadership Center; Susan Hartman, Administrative Coordinator, Student Affairs; and Virginia Friedman, Vice President for Strategic Communications.

Mrs. Land gave the following committee report:

John Campbell was introduced as the new Dean of Residence Life and Housing.

Michael Duncan was introduced as the new Director of Student Leadership Center.

Victor Wilson announced that a Greek Task Force will be established in a few weeks in an effort to make improvements in Greek Life.

Mr. Wilson reported that drug offenses in the residence halls will now be referred to the Honor Board for disciplinary action.

Mr. Wilson informed the committee that Andrew Bergstrom has been hired as Technology Coordinator for their division.

Mr. Wilson reported that the College will be the state center for Campus Compact, through our Office of Service Learning. The Campus Compact is a national service learning organization with thousands of campuses as members.

Sara Donnelan explained that on-line voting is available for Homecoming.

The National Panhellenic Council will soon hold an Open House at their new office and meeting rooms at 97 Wentworth Street and will extend an invitation to the Board.

Joint Meeting of Academic Affairs Committee/Strategic Planning Committee:

Trustees Don Belk (chair of Academic Affairs Committee), Tex Small (chair of Strategic Planning Committee), Demetria Clemons, Cherry Daniel, Marie Land, Bobby Marlowe, Annaliza Moorhead, 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. David Cohen, Dean of Libraries; Hugh Haynsworth, Dean of the Graduate School; Bob Mignone, Speaker of the Faculty; Pam Niesslein, Associate Dean for Assessment; Robert Pitts, Dean, School of Business; Chris Schlosser, Special Assistant to the President for Special Projects; and Frances Welch, Dean, School of Education. President Higdon also joined the meeting.

Mr. Belk noted that the committee met in the new library and gave the following committee report:

Mr. Belk reported that the committee met jointly to discuss outcome measures. Both President Higdon and Tex Small emphasized that the next stage of the Strategic Plan would be tied to program distinctiveness. Provost Jorgens concurred and noted that Academic Affairs has been identifying

programs that distinguish us from other selective institutions and that she will present a full report on this to the Board at its April meeting. Also, she is chairing a committee reviewing the General Education requirements so that assessment of learning outcomes will be an essential component.

(1) Program Quality and Student Learning. Our goal is continual improvement. Measures include Commendations of Excellence, accredited programs, NSSE, and other areas where the College seeks and demonstrates institutional distinctiveness. The College has reinstated program reviews under the auspices of CHE and hopes that other South Carolina colleges will undertake these as well. These external reviews will prepare us for SACS re-accreditation in 2007.

Pam Niesslein explained the three-year model employed for departmental assessment and the way assessment findings were being used to improve programs. She noted that SACS assessment is now based on student outcomes.

Susan Morrison is monitoring efforts by departments/schools to achieve accreditation from national agencies. Theatre will be the next department to seek accreditation, and the department is currently engaging in a self-study to complete this process. Other departments/schools are undergoing re-accreditation. Dr. Jorgens congratulated the School of Education for its successful NCATE review. There is a strong chance it will be selected as a national training center for NCATE accreditation review.

(2) Retention. Amy McCandless outlined the goals and strategies for the Retention Strategic Plan being devised by the Retention Coordinating Team in conjunction with the Noel-Levitz consultant, Charles Schroeder. The plan calls for increased retention and graduation rates that will be equal to those at highly selective colleges nationwide. Strategies include creating a comprehensive advising plan, enhancing student engagement, developing a comprehensive financial aid plan, and providing quality service across the campus. These will be measured by improved retention and graduation rates for the entire student body, for African-American and other minority students, and for transfer students. Dr. Jorgens mentioned the Early Alert Program.

(3) Student Quality. This will be measured by SAT comparisons for the last three years. Don Burkard provided SAT scores for our seven main competitors: Furman, University of North Carolina-Chapel Hill, University of Georgia, Clemson, Elon, Winthrop, and USC. Our average score of 1208 is in the middle of this group (scores range from 1287 at UNC to 1068 at Winthrop) and our 23-point gain in the last two years is among the highest.

(4) Institutional Reputation. This will be measured by the number of National Merit students, number of applicants from out-of-state (and other admissions demographics), national coverage of the institution, graduation rates, faculty reputation, the success of our students in graduate and professional schools, our inclusion in guidebooks, media “hits”, etc.

(5) Student Satisfaction. Dr. Jorgens discussed Noel-Levitz’s Student Satisfactory Inventory (SSI). This survey instrument is useful because it measures the difference (gap scores) between what students indicate is important to them at an institution and their satisfaction with that indicator on their own campus. Significantly, the College received high scores in academic excellence, the quality of instruction, faculty availability, and student centeredness.

Other surveys, administered on a regular basis, will also be used to ascertain student satisfaction.

(6) Faculty Quality. This can be measured by the caliber of faculty the College attracts, the rate of hiring success, the percentage of faculty with terminal degrees, faculty research productivity, and student assessment of faculty teaching.

(7) Institutional Support. Measures include growth of endowment, total dollars raised, amount of annual fund, and percentage of alumni participation.

(8) Creativity. Measures include collaboration of faculty and students on undergraduate research and creative works; cross-cultural exchange through study abroad and diversity of faculty/students; interdisciplinary experiences through number of interdisciplinary courses/programs (Elise mentioned new LACS major) and research projects; independent study, internship, service-learning opportunities for students.

Athletics Committee:

Trustees Dwight Johnson (chair), Jimmy Hightower, and Creighton McMaster attended the committee meeting, along with Lance Hagaman, President of the Student Government Association; Jerry Baker; Laura Lageman, Associate Director of Athletics; Laura Sampson, Director of Sports Marketing; and Alys Anne Wiedeke, Administrative Assistant, as recording secretary.

Mr. Johnson gave the following committee report:

Laura Lageman described the procedures used by the department for team travel. They follow state guidelines and policies for travel.

Jerry Baker discussed the scheduling process used by the coaches. Men's and women's golf, cross country and track teams are scheduled differently, as they may not meet any conference schools until the end of season championships. The College no longer has a Motor Pool so costs are rising because the 15-passenger vans are not available for use. For special trips or recruiting, coaches may use their Cougar Club "restricted" accounts to augment their departmental operating budget. He also noted the coaches' discretion in allocating their own budget funds in choosing accommodations, within department policy (maximum of two athletes per room, good quality lodging and meals, safety, etc).

The question was raised about faculty support for student-athletes' travel. Mr. Baker explained the process by which professors grant excused absences through the Undergraduate Dean's office.

Mr. Baker introduced Ms. Lauren Sampson, the new Director of Sports Marketing. Ms. Sampson comes from Oklahoma where her father is head Basketball Coach at the University of Oklahoma.

Mr. Baker presented the Team GPA report for Fall 2004. For the third semester in a row, the average GPA for all teams is above 3.0, which is above average for all undergraduates.

At the committee's request, a chart was presented showing athletic scholarships available and allowable. 40-45% of the scholarships are fully funded.

Mr. Johnson asked for an update on upcoming NCAA Recertification. Mr. Baker reported that the next step will be a meeting/video conference on February 11 at 9:30 a.m. A progress report will be made at

the next committee meeting.

The next major fundraiser is "Cow Bingo" on February 25 at Patriots Point.

Mr. Johnson noted that the athletic teams were asked to sign cards for the students who left the College for military service.

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.

Mr. Scarborough gave the following committee report:

Daniel Dukes reviewed with the committee the items on the agenda:

Mr. Dukes reported that the State is projected to receive a 3% growth in revenue for 2005-

2006 - \$357 million in new money.

Mr. Dukes reviewed the Governor's Executive Budget.

Mr. Dukes summarized the budget requests for the 2005 legislative session:

a. General Fund:

\$591,550 in recurring funds for the School of Business

\$501,800 in recurring funds for the School of Education

Request for Performance Funding of \$25 million for all higher education institutions.

b. Lottery Funds: Technology infrastructure funding increase of \$2 million over the 2004-2005 appropriation.

c. Capital Improvement Bonds:

\$45 million for construction of a new science center

\$4.5 million to replace HVAC in the Hollings Science Center

\$3.1million to convert the Small Library into classroom space

\$2.9 million to replace HVAC system in Maybank Hall

\$3.9 million to expand and renovate the Grice Marine Lab

d. Lowcountry Graduate Center: Increase of \$195,000 over the 2004-2005 appropriation.

The Life Sciences Act is still pending before the court.

Mr. Dukes informed the committee that \$3.5 million in federal funding is requested for the Grice Lab. We are working with Congressman Brown's office to obtain the funding.

Break at 10:20 a.m.

Meeting reconvened at 10:30 a.m.

Old Business:

Chairman Marlowe called on Skip Godow to give a Power Point presentation on the Lowcountry Graduate Center.

Dr. Godow reported that the Lowcountry Graduate Center is a partnership, formed in 2001, by the College of Charleston, The Citadel and the Medical University of South Carolina to provide more graduate opportunities and programs necessary for economic development. The Center is part of the College's public purpose to aid in economic development to enhance skills in the local economy.

President Higdon noted that funding from the State makes it possible to take the Lowcountry Graduate Center to the next level. Mr. Scarborough noted that the College of Charleston is recognized and talked about in the business community.

Tex Small added that higher education assistance and collaboration with business development is important. The Michael Fortus Study is getting a lot of attention across the state. The Legislature will support "clustering" of programs.

New Business:

It was moved (Bell) and seconded (Small) to reupholster four (4) arm chairs in the President's Board Room, not to exceed \$2,500. All in favor.

There being no further business, it was moved (Johnson) and seconded (Land) to go into Executive Session at 11:00 a.m. All in favor.

Executive Session ended at 12:00 noon.

It was moved (Land) and seconded (Bell) that Robert J. Sywolski, CEO of Blackbaud, Inc. be the Commencement Speaker and receive an honorary degree at the December 2005 Commencement.

Chairman Marlowe called for a 15-minute break, then lunch will be served before unveiling Tex Small's portrait.

Chairman Marlowe welcomed Cathy Small (Tex's wife), Tyler Futch (Tex's daughter), Ann Higdon, Susan Marlowe and Michael Del Priore (the portrait artist) to the Board lunch, then calls on Sam Stafford to deliver the blessing.

Michael Del Priore donated a small copy of the portrait for Tex and his family. The portrait will be placed in the President's Board Room, along with the other portraits of former Board chairmen.

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

Meeting adjourned at 1:00 p.m.