

(Approved at August 10, 2018 Board of Trustees Meeting)

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

Board of Trustees Meeting

June 4, 2018

11:00 a.m.

Wampee Conference Center

Pinopolis, SC

Board members present: Trustees David Hay (chair), Don Belk, John Busch, Demetria Clemons, Cherry Daniel, Frank Gadsden, Greg Padgett, Toya Pound, Renee Romberger, Penny Rosner, Brian Stern, Tav Swarat, Craig Thornton, Ricci Welch, and John Wood

Board members participating by conference call: Trustees Annaliza Moorhead and Ricci Welch

Board members absent: Trustees Henrietta Golding, Randy Lowell, Joe Thompson, and Todd Warrick

New Board Members present: Chuck Baker, Beth Burke, Hank Futch, Shawn Holland and Steve Swanson

Others present: Michael Adeyanju, Mark Berry, Lillie Chamblee, Betty Craig, John Curtis, Elizabeth Kassebaum, Steve Osborne, Paul Patrick, Jonathan Ray and Wanda Whitley

Special guests: Bill Funk and Willie Funk, Representatives with R.William Funk and Associates Presidential Search Firm

Chair Hay called the meeting to order at 11:20 a.m. after noting that the meeting notice had been posted and the press notified as required by the S. C. Freedom of Information Act.

WELCOME AND INTRODUCTIONS:

Chair Hay welcomed everyone attending the meeting at the Wampee Conference Center and noted that all Trustees are present except Trustees Henrietta Golding, Randy Lowell, Annaliza Moorhead, Joe Thompson, and Todd Warrick. Trustee Ricci Welch will participate by conference call while driving to Wampee.

In addition, Chair Hay welcomed new Trustees whose terms will begin on July 1:

Chuck Baker, '80

Beth Burke '94

Hank Futch '88

Shawn Holland '02

Steve Swanson '89

First, Trustee Renee Romberger, Chair of the Presidential Search Committee, introduced Bill Funk and his son Willie of the R. William Funk and Associates Presidential Search Firm based in Dallas, Texas. They were selected by the Presidential Search Committee to assist in identifying the 23rd President of the College of Charleston.

[Trustee Ricci Welch joined the conference call at 11:50 a.m.]

Bill and Willie Funk presented information regarding the Presidential Search Process. Following the presentation, Board members were asked around the table to provide feedback regarding characteristics they would like to see in the new president.

The motion was made by Trustee John Busch, and seconded by Trustee Ricci Welch, to recess for lunch at 12:30 p.m. All in favor.

Chair Hay reconvened the meeting/retreat at 1:30 p.m.

Attendees for the meeting/retreat this afternoon included President McConnell, Michael Adeyanju, Rudy Aliauskas, Mike Auerbach, William Bares, Mark Berry, Divya Bhati, Alicia Caudill, Lillie Chamblee, Betty Craig, John Curtis, Jimmie Foster, Godfrey Gibbison, Irina Gigova, Michael Haga, Jerry Hale, Debbie Hammond, Shirley Hinson, Sam Jones, Liz Jurisich, Elizabeth Kassebaum, Brian McGee, John Morris, Angela Mulholland, Steve Osborne, Paul Patrick, Jim Posey, Jonathan Ray, Matt Roberts, Mike Robertson, Alan Shao, Mark Staples, Chris Tobin, Sebastian Van Delden, Fran Welch, and John White

APPROVAL OF MINUTES:

The motion was made by Trustee Don Belk, and seconded by Trustee Toya Pound, to approve the minutes of the April 20, 2018 Board Meeting. The Chair called for the yeas and nays, and the minutes were unanimously approved by voice vote. Motion passed.

The motion was made by Trustee Renee Romberger, and seconded by Trustee Ricci Welch, to approve the minutes of the May 24, 2018 Budget and Finance Committee Meeting. The Chair called for the yeas and nays, and the minutes were unanimously approved by voice vote. Motion passed.

BUDGET AND FINANCE COMMITTEE REPORT:

Committee Chair Frank Gadsden thanked those who participated in the Budget and Finance Committee Workshop on May 15 and/or the Budget and Finance Committee Meeting on May 24, which helped the Committee prepare for the meeting today.

Paul Patrick, Executive VP for Business Affairs, provided an overview of the 2018-2019 Proposed Budget *[handout]*, including a line-by-line breakdown of additional recurring sources (revenue) and uses (expenses), with the full Board.

At its meeting on May 24, the Budget and Finance Committee approved the 2018-2019 Tuition and Fees and Budget (supported by a proposed 2.18% all-in increase (from \$11,998 to \$12,418 in tuition – difference of \$420) for in-state students and a proposed 3.13% all-in increase (from \$30,386 to \$31,600 in tuition – a difference of \$1,214) for out-of-state students. There is no proposed change in the housing

fees. Food service fees will increase an average of 1.53%. This tuition increase will generate \$5,086,874 in revenue. The Budget and Finance Committee will present the proposed budget to the full Board for approval today.

Mr. Patrick thanked Amy Orr and her staff for determining the value of each meal plan to make each meal cheaper than the at-door price.

Trustee John Wood inquired about the merit raises for top performers. Mr. Patrick responded that at the October Board meeting, the Budget and Finance Committee will provide the full Board with information regarding how to distribute the merit money.

Committee Chair Gadsden thanked everyone involved in the budget process and noted that the College is going in the right direction.

The Budget and Finance Committee moves for the full Board to adopt the Resolution on Tuition and Fees, Student Housing Fees, Food Service Fees, and Budget for Fiscal Year 2018-2019 as presented. The Chair called for the yeas (14) and nays (0), and the Resolution was approved by voice vote. Motion passed.

**COLLEGE OF CHARLESTON
RESOLUTION OF THE BOARD OF TRUSTEES
ON
TUITION AND FEES, STUDENT HOUSING FEES, FOOD SERVICE FEES
AND BUDGET FOR FISCAL YEAR 2018-2019
June 4, 2018**

**As Approved and Recommended by the
Budget and Finance Committee
May 24, 2018**

WHEREAS, College management has presented the Board separate documents, entitled the College of Charleston 2018-2019 Proposed Budget and the College of Charleston 2018-2019 Fees (collectively referred to in this Resolution as the “Proposed Budget and Fees”) that are included herein by this reference;

WHEREAS, the Proposed Budget and Fees contains recommendations regarding adjustments to student tuition and fees as well as a College budget for the 2018-2019 Fiscal Year;

WHEREAS, College management is of the opinion that the proposed budget and its tuition and fee recommendations for the 2018-2019 Fiscal Year are reasonable given the impact of current enrollments and legislatively initiated retirement increases, and fully consistent with the need to maintain elements of the College’s Strategic Plan and to meet the operational and deferred capital needs of the College, while taking into account the effect on its students and families, and the College’s tuition level relative to other public institutions of higher education in the State; and

WHEREAS, the Board of Trustees instructs the Administration to continue efforts to review program costs and strive for improved efficiencies.

NOW THEREFORE, BE IT ---

RESOLVED, that for the 2018-2019 Fiscal Year, College management is hereby authorized and directed to set undergraduate and graduate tuition and fees for each semester in the following amounts:

- \$6,209, for in-state undergraduate students;
- 6,830, for in-state graduate students;
- \$15,800, for out-of-state undergraduate students; and
- \$17,380, for out-of-state graduate students;

RESOLVED, that for the 2018-2019 Fiscal Year, College management is hereby authorized to assess student fees in the amounts presented to the Board in the Proposed Budget and Fees and to implement the proposed budget contained therein; and

RESOLVED, that the Board hereby approves the rates for residential housing and related programs as detailed; and

RESOLVED, that the Board hereby approves the charges for meal plans and related programs as detailed; and

RESOLVED, that the College continue its review of program costs and efficiencies; and

RESOLVED, that the College provide timely notice to students and student applicants of the tuition and fees for the 2018-2019 Fiscal Year.

Trustee Greg Padgett thanked President McConnell, Senior Leadership Team, the Deans, etc. for pulling together as a team and making the changes needed to put the College where it is today.

PRESENTATIONS TO RETIRING BOARD MEMBERS JOE THOMPSON AND FRANK GADSDEN:

Joe Thompson:

Joe could not be with us today to accept a small token of genuine appreciation for his 20 years of service to the Board. We will give Joe his plate at a later date. Joe’s small silver plate with the College of Charleston Seal reads “Joseph F. Thompson, Jr., on behalf of a grateful college, we thank you for your dedicated service as a member of the College of Charleston Board of Trustees, 1998-2018. Presented on April 20, 2018” on the front and the following wording on the back of the plate: “Your generosity of time, spirit and wisdom contributed significantly to the present and future success of the College of Charleston.”

Frank Gadsden:

Chair Hay presented Frank with a small token of genuine appreciation for his 12 years of service to the Board, including Vice Chair from 2016-2018. Frank’s small silver plate with the College of Charleston Seal reads, “Frank M. Gadsden, on behalf of a grateful college, we thank you for your dedicated service as a member of the College of Charleston Board of Trustees, 2006-2018. Presented on April 20, 2018” on the front and the following wording on the back of the plate: “Your generosity of time, spirit and wisdom contributed significantly to the present and future success of the College of Charleston.”

For the record, at the April 20, 2018 Board meeting, Trustees Don Belk, Annaliza Moorhead, and Greg Padgett received small silver plates as a small token of appreciation for their years of service as members of the Board of Trustees.

PRESENTATION TO FORMER BOARD CHAIR GREG PADGETT:

Chair Hay continued his thanks to Trustee Greg Padgett for his service on the Board of Trustees, particularly, as Chair of the Board of Trustees from 2010-2016, by presenting him with a plaque and gavel as a commemoration of his service as Board Chair. The plaque reads “College of Charleston Board of Trustees, Gregory D. Padgett, Class of ’79, Chairman, 2010-2016.”

Trustee Padgett responded that “it was a wonderful experience serving on the Board for ten years. Chuck [Baker], you will do a great job serving in the Alumni Seat. We couldn’t do it without the entire staff.”

Chair Hay’s response, “More than ever before, I can now honestly say how much I appreciate and understand what you [Trustee Padgett] gave to the College of Charleston and the community as Chair of the Board of Trustees. The sacrifices you made with regard to time away from your family and your professional responsibilities were considerable. I confess I am only just now understanding those sacrifices and want to share my genuine appreciation for them.”

PRESENTATION TO RETIRING PRESIDENT GLENN MCCONNELL:

Next, Chair Hay recognized the achievements of one of the College’s finest graduates and Presidents of the College of Charleston, Glenn McConnell. The following remarks were read by Chair Hay at the Campus Farewell Reception for President McConnell on May 2, and he wanted to share them with everyone here today.

“It is a bittersweet occasion as we help send President McConnell off into the next chapter of his life, but after decades of public service, he has more than earned what will hopefully be a joyous, restful, and fun retirement.

Throughout my time on the Board of Trustees and in my current role as Chair of the Board, I have watched President McConnell showcase great passion for our academic mission and student experience.

I will value our many one-on-one conversations over the past two years. They were wide ranging, to say the least. We could be talking about residence halls, accreditation or campus improvements one minute, and then the next, the finer points of jet ski engine maintenance or the recipe for the best coleslaw.

No matter the topic, President McConnell approached everything with energy and a curiosity that truly showcased his College of Charleston education. President McConnell has always wanted the best for our alma mater, our students, and our faculty and staff. He has always kept the students and our commitment to being a student-focused community in the forefront of his mind – you can even say that has been his North Star throughout his presidency.

For him, being president of the College of Charleston has never been about President McConnell; it has always been about our students and how they must be prepared to be leaders in our global society, to be life-long learners, and to live the life extraordinary.

In addition, President McConnell has strived to move our world-class university forward and worked many long days tirelessly in support of the College. His inquisitive mind has made this institution better. In fact, many of us here today have first-hand experience with the achievements and accomplishments of the College of Charleston under President McConnell's leadership.

As we look back on how far we've come as an institution and then look forward toward a new horizon filled with boundless opportunities, President McConnell certainly deserves much praise and recognition for all he has done for the College. He has set the table for the next administration to continue elevating this university to even greater heights.

I can tell you that in the state and national arena of higher education President McConnell has lifted the profile of the work that we all have done and do together. Over the past four years, the buzz about the College of Charleston has grown louder and louder. We are no more a regional university, but a world-class institution whose name is known all over. I strongly believe the entire College of Charleston community is indebted to President McConnell. He has proven himself a tireless champion for our alma mater.

And he has inspired many across campus and across the state by your example of honesty, transparency and always keeping an open mind. In short, he has done the College proud.

So on behalf of the Board of Trustees, I'd like to simply say: Thank you, Glenn. We – the Board of Trustees – appreciate your leadership these past four years. It has been an honor to work alongside you, to call you a friend, and to have your support of this fine institution and me. Thank you for all you have done and will continue to do for the College of Charleston. We, the College community, salute you – a loyal son of the College of Charleston.

Congratulations on your retirement, Glenn! I wish you all the best in this next chapter of your life. It is well deserved. We will certainly miss you, but we know that we will see you in, and around, Charleston and probably on your jet ski, too!

However, please know that we will still expect your energetic participation and your unshakeable enthusiasm in the future. You are a part of us ... forever."

[Chair Hay handed gift to President McConnell – embossed College of Charleston Seal inside a shadow box.]

ACADEMIC AFFAIRS DIVISION UPDATE:

Provost Brian McGee provided updates related to the Division of Academic Affairs:

- Resource Management and Reallocation Summary, 2014-2018 [handout]
- Graduate School Report
 - Factors influencing graduate enrollments
- New Academic Programs
- Globalization of the College of Charleston Undergraduate Experience

PRESIDENT GLENN MCCONNELL’S REMARKS:

“Today is a bittersweet day as it is officially my last retreat and my last meeting with all of you as president of the College of Charleston.

I do not want to speak at length, so I’ll mainly focus my remarks on what this Board charged me to do when I became the 22nd president of the College of Charleston in 2014 and provide a brief forecast of the road ahead for the College.

Many of you were on the Board of Trustees when I first interviewed for the position. Upon my appointment, the Board charged me with improving the academic quality of the College, enhancing diversity and inclusion, strengthening and stabilizing our admissions, creating a sustainable financial model, invigorating our athletics department, identifying ways to get in front of our maintenance issues so that small problems do not become big problems, and raising the visibility, reputation and awareness of the College.

Over the past four years, the administration and I have worked tirelessly to make headway in each of these areas. We crafted, adopted, and began to implement Vision 250: Mind, Body, Spirit, which encompasses everything I mentioned above. You can call it the final leg of our strategic plan, with it culminating in 2020 with our 250th anniversary.

It is my hope that the interim administration and the next administration after that continues to move forward with Vision 250: Mind, Body, Spirit. I strongly believe we have a strong plan in place that with continued focus and funding will elevate this College to new heights. Further, I believe it is a plan that the faculty and staff increasingly will grow to appreciate as they start to see more of the plan’s accomplishments achieved and the benefits it reaps on their individual areas and collectively on the College.

We all know the past few years have not been easy, but the College is in a great position right now. You’ll recall that a few years ago we made strategic cuts, especially on the administrative side of the house, in order to protect the academic core as much as possible and position the College for a healthy financial future. We are currently in Year Two of our five-year financial reset, and the balance sheets are looking good. The momentum is with us, and it is up to this Board and the senior leadership team to not lose it, to not squander this opportunity. And I have faith in all of you to do what is required – to step up and answer the call in order to make the College of Charleston greater today than it was yesterday.

You might be wondering why I am so confident that this moment will be seized. And the answer is simple: we have a remarkably talented senior leadership team, strong academic leaders and a passionate Board of Trustees in place who both want the best for the College.

I am so grateful for having had the opportunity to work with the various iterations of this Board of Trustees as well as this senior leadership team. Proverbs 27:17 says, “As iron sharpens iron, so one person sharpens another.” I have found this to be true over the past four years in my dealings with all of you. You – the Board, the senior leadership team, the deans – have all made me a better president through your guidance, constructive criticism, wisdom, and hard work. Every day, I learned from all of you. And I believe you have also made each other better as you have collaborated on numerous positive projects and initiatives as well as served alongside each other in the trenches, too.

Since I announced my retirement in January, many of you have expressed your well wishes to me. But today, it's my turn to say thanks and to utter a few words about you.

First, to the members of the Board of Trustees. I want to thank all of you for your volunteer leadership. You are all model alumni, serving our beloved alma mater. At various times, you've probably heard me talk about an alum's duty to share their time, treasure and talent. And looking around this room, I can say sincerely that all of you certainly do just that. Your involvement is much appreciated by our faculty, staff and students.

Second, I want to thank the senior leadership team. The group of talent that has been assembled over the past four years is incredible and is achieving wonderful things for the College. This group of men and women are young at heart, talented and energetic. The College is so much better off for having them all in their respective roles.

Brian McGee, you have been a tremendous help to push through innovative academic changes at the College. As provost and chief academic officer, Brian has provided me with a lot of counsel, and I appreciate all you have done for me over the past four years. I fully believe you have the ability working with the Board and campus partners to bring engineering and dynamic innovation to the College in the next couple of years. There is no person who knows more about academics than you. Thank you for everything you have done and will continue to do for the College!

Paul Patrick, you are full of ideas and are a great advocate for pushing this College forward. Time and time again, your booming voice has reminded us that we are all here for the students and that all of our decisions, especially our business ones, should be reflective of that. Mr. Two Phones, thank you for your great service to me and to our alma mater.

Alicia Caudill, you are an AMAZING champion for our students and our student experience. You came in, hit the ground running and have helped the College in so many ways, from Greek life issues to our efforts to be a more inclusive and diverse campus community. You made a wonderful hire for our Career Center and helped us launch the Collegiate Recovery Program in record time. Alicia, thank you for always approaching the job with a great attitude as well as a thorough knowledge of national trends and our own campus climate.

Chris Tobin, you've been a great help in garnering increasing philanthropic contributions and strengthening our alumni engagement and donor stewardship. Through your leadership, we've been able to retain our incredible development team and we are now adding more officers. Chris, I know that the College's next chapter of fundraising accomplishments will be a successful one with you at the helm. Thank you!

Mark Staples (or Mark Junior, as you are known on the senior team), in your short time at the College, you have changed the focus of your division to be more client centered and the College is already seeing the great benefits. You are truly a visionary and your decades of higher education knowledge is a much-appreciated voice around the table during our senior leadership team meetings. Mark, I know our IT division is going to do many great things in the future, and I thank you for all your efforts – past, present, and future.

Renard Harris, you came into your role with such great energy and the respect of many people on and off campus. You've done a yeoman's job in a short time and have certainly helped us make strides

toward being a more inclusive and diverse campus community. You've done all this through incredible positivity and by focusing on what binds us together rather than what differences could tear us apart. Renard, thank you for your tireless efforts in making sure the College of Charleston is a home for ALL members of our campus community.

Mark Berry (or Mark Senior), you've been incredible in helping to raise the profile and visibility of the College. You and your team are strategic thinkers and create and deliver remarkable content time and time again. You, Mark, are always full of new ideas on how to market our world-class university and have never lacked the words to help us properly communicate to our internal and external constituencies. Marketing and Communications is a willing partner to numerous areas on campus and that is something this institution should never take for granted. Mark, thank you for your leadership and for inspiring greatness among your team members.

John Morris, you came into your role earlier this year, and, already, we are seeing a renewed energy in the Physical Plant. You jumped right into the position and haven't slowed down one bit. Our campus clearly looks better. I firmly believe we'll get a grasp on the numerous maintenance challenges our historic university faces with you at the helm. John, thank you for your vision, dedication and numerous efforts.

Divya Bhati, while it wasn't easy, you persistently kept the College on track as we worked to secure our reaffirmation. Through your meticulous attention to detail, the College was able to receive its 10-year reaffirmation of accreditation with zero findings on our report. This is an incredible feat and much thanks is owed to you and your team. Divya, you have built a foundation for us to grow our culture of assessment, especially as we work toward our five-year review. Thank you for your many efforts.

Angela Mulholland, through your leadership, the legal department has put in place a proper process for our campus to use in regards to legal matters. For too long, the legal department and the operations of the College across campus worked in silos. In some instances, one hand didn't know what the other hand was doing. Through your efforts, we've put a stop to this, which should help limit the College's liability moving forward. Angela, I know it's been a lot of long hours, and I thank you, Erica, Sharon, and Brittany for the extra efforts you have made and for all you have done to protect the College.

Matt Roberts, you took a fractured operation and rebuilt it. Under your leadership, we have kept or hired numerous top-notch coaches and staff who have made their respective programs great once again. In addition, your focus on nurturing and developing student-athletes who are character driven and excelling in and out of their sports is inspiring. You've set the right tone at the top of our athletics program, and it is trickling down through all of our sports, players, and staff. Matt, thank you for invigorating Cougar athletics. The future is bright for the Maroon and White with you at the helm.

Jimmie Foster, through your efforts, you've made admissions a team sport at the College. Everyone is now plugged in and working diligently to ensure we are recruiting the best and brightest students from around the country. We are using the words, "suspect," "prospect," "yield," and "melt" more and more in our everyday conversations at the College, especially when planning for the next fiscal year's budget. Jimmie, due in large part to your efforts, the College is not in a perilous enrollment position like other colleges and universities around the country. Thank you for your leadership and for consistently sounding the alarm on the dangers that are lurking in the national landscape and for providing solutions on how to navigate around them.

Debbie Hammond, I want to especially thank you for your commitment, dedication and service to the College. I have valued your counsel in good and bad times. You are the consummate organizer seeing to the details and ensuring that things stay in order. Yours is a thankless job in so many ways, and our campus community will never know all the many moments that you have helped this institution. A special thanks to you for caring about the students and their problems when they were brought to our attention. Thanks for the help, ideas, and effort to make things successful for me in my various jobs throughout the years.

Last, but certainly not least, Steve Osborne. Steve, you've been a great counselor to me over the years. You've been there time and time again helping guide me through numerous issues as well as new projects and initiatives at the College. Your institutional knowledge of and experience at our alma mater will serve you well as you step up to become interim president. Steve, thank you for answering the call to serve the College of Charleston time and time again, and thank you for being a great friend to me. I wish you all the best.

I hope it is evident from my remarks that this senior leadership team is one of a kind. These are people who serve because it is in them to be of service to others – to make people's lives better. They have great heart, great character and an even greater drive.

And it's because of their help that I can confidently say I've been able to make progress in all the areas this Board asked of me four years ago. It is my hope that this team remains in place for many years to come.

Third, I'd be remiss if I didn't take the time to also thank the people who also report to me, but do not serve on the senior leadership team. These members of my team perform integral roles in our campus community. Some of them are here with us today and others are not, but I would like to mention them by name because of the lasting impact they've had on my presidency and me personally.

Elizabeth Kassebaum, my thanks to you, Betty Craig, Jo Ann Throckmorton, and Wanda Whitley for all you do for the College. To so many visitors, Wanda and Jo Ann are the face of the College. Elizabeth, you organize these board meetings, keep us all on script and follow up to make sure we execute. Everything is always in place. Elizabeth, thanks for your love of the College and our students and the help you have given me.

Jim Posey, who leads our institutional research team, you have been full of data and ideas. You constantly remind us of the importance of good data and that decisions should be based on that. You have helped all of us to see trends and orient our actions to good results. Your dedication to the future is always inspiring.

Michael Adeyanju, you have been the grand polisher of thought and word. I have watched you grow over the past four years – increasingly making our campus messaging great and becoming the wordsmith that you are. Thanks so much for your counsel and advice. You could sell sand in the desert.

Robert Reese, our chief of police, who is not with us today, is constantly reminding us about public safety for our students, faculty, staff and visitors. He is always available and untiring in his efforts. In times of emergency, he and his crew are there performing at top levels. His advice and counsel have been much appreciated. My thanks to Robert for his long and great service to the College.

Evie Nadel and Leroy Lewis, who also are not with us, consistently inspired me to look at the problems some students can't overcome and charted the way to extend the helping hand so they could. They have changed many lives through their efforts. Further, they have given hope to even more students. Also, they have helped us with so many community groups. I'm so thankful to have gotten to know them and have them as members of my team.

Lastly, Peggy Ashby, the Glebe Street house manager. Peggy has shown great courtesies to our guests, making the Glebe Street house a perfect place for recruiting, fundraising, small group meetings, and event functions. She has particularly enjoyed having the Board of Trustees there. I thank Peggy for making the Glebe Street house a second home for me.

My fourth and final group I would like to recognize today is the deans. Deans, I want to thank all of you for your servant leadership. Your passion for your schools is never in question. You are strong advocates for your programs, your faculty, and your staff; and each of you have a firm understanding of how your areas help differentiate the College of Charleston in South Carolina and the greater higher-education landscape. You and your schools all contribute to the value of our liberal arts degree, and I thank you for all you have done and will continue to do to push the College forward. You have been wonderful partners in helping to innovate and improve the College of Charleston, and for that, I'm deeply appreciative.

All this being said, for all the real progress we – the Board of Trustees, the administration, the deans, and the faculty and staff – have made in four years together, we all know it's not enough. The College must keep at it, must keep focused, and must keep making strides in all of the aforementioned areas if we are to remain a relevant and attractive university to students.

Within the proposed budget that you will be voting on later this afternoon, you will see several investments in key areas that are also a part of Mind, Body, and Spirit. Some of those are increased adjunct faculty compensation, increased faculty and staff compensation, an investment in financial aid, and more support to bolster our diversity and inclusion efforts. All of these support our efforts to further make our student and academic experiences even more distinctive and world class.

In a few short weeks, I will become part of the past of the College. I leave the future with you, the Board of Trustees.

Thank you for your time. It has been a great honor to serve the College of Charleston.”

[Trustee Annaliza Moorhead joined the conference call at 2:30 p.m.]

AD HOC COMMITTEE ON INSTITUTIONAL IDENTITY AND VISION PRESENTATION:

In December 2017 and January 2018, the Ad Hoc Committee on Institutional Identity and Vision invited all employees to respond to an online survey designed to determine a set of issues related to the College's identity that would guide a series of discussion sessions. The Committee hosted numerous sessions where employees came together to discuss and share responses to the six broad questions that emerged from the online survey. Overall, close to 500 College employees submitted responses to the online survey and/or participated in the sessions. The Committee's preliminary analysis found that respondents were most concerned with the following issues:

- The College's identity as an institution – liberal arts, vocational training, research
- Operational details of how the College realizes its identity – business models, academic programs, policies, student recruitment
- Climate and communication – morale, communication among administration, staff and faculty

Survey results were shared with both the Presidential Search Committee and the Faculty Senate. The survey did not include students.

Professors William Bares (Chair) and Irina Gigova, members of the Ad Hoc Committee on Institutional Identity and Vision (also representing the Faculty Welfare Committee), shared a Power Point Presentation with the Board of Trustees showing the survey results and asked for the Board of Trustees' thoughts on the matter.

Trustee Renee Romberger thought it would be a good idea to re-do the survey after the new President has been in place for a year. William Bares noted that the Faculty Senate did vote to extend the Ad Hoc Committee for the next academic year.

Elizabeth Kassebaum expressed appreciation to William and Irina for sharing these survey results with the Board of Trustees during their summer break.

The motion was made by Trustee John Busch, and seconded by Trustee Ricci Welch, to recess for supper at 5:02 p.m. All in favor.

[Supper will be served in the Brown Dining Room where we will hear mini reports from the Academic Deans and mini bios from the current and new Board members; Retreat/Meeting will reconvene tomorrow morning at 9:00 a.m. A full breakfast will be available at 8:00 a.m.]

Retreat/Meeting continued on Tuesday, June 5, 2018

Board members present: Trustees David Hay (chair), Don Belk, Demetria Clemons, Cherry Daniel, Frank Gadsden, Annaliza Moorhead, Greg Padgett, Toya Pound, Renee Romberger, Penny Rosner, Brian Stern, Tav Swarat, Craig Thornton, Ricci Welch, and John Wood

Board members absent: Trustees John Busch, Henrietta Golding, Randy Lowell, Joe Thompson and Todd Warrick

New Board members present: Chuck Baker, Beth Burke, Hank Futch, Shawn Holland and Steve Swanson

Others present: President Glenn McConnell, Michael Adeyanju, Mark Berry, Alicia Caudill, Lillie Chamblee, Betty Craig, John Curtis, Jimmie Foster, Debbie Hammond, Rénard Harris, Shirley Hinson, Elizabeth Kassebaum, Brian McGee, John Morris, Angela Mulholland, Steve Osborne, Paul Patrick, Jonathan Ray, Matt Roberts, Mark Staples, and Chris Tobin

Chair Hay called the Retreat/Meeting to order at 9:00 a.m. at the Wampee Conference Center after noting that the meeting notice had been posted and the press notified as required by the S. C. Freedom of Information Act.

Chair Hay welcomed everyone attending the meeting/retreat at the Wampee Conference Center this morning and noted that all Trustees are present except Trustees John Busch, Henrietta Golding, Randy Lowell, Joe Thompson, and Todd Warrick.

In addition, Chair Hay welcomed new Trustees whose terms will begin on July 1:

Chuck Baker, '80
Beth Burke '94
Hank Futch '88
Shawn Holland '02
Steve Swanson '89

The following staff members attended the meeting/retreat this morning: President McConnell, Michael Adeyanju, Mark Berry, Alicia Caudill, Lillie Chamblee, Betty Craig, John Curtis, Jimmie Foster, Debbie Hammond, Rénard Harris, Shirley Hinson, Elizabeth Kassebaum, Brian McGee, John Morris, Angela Mulholland, Steve Osborne, Paul Patrick, Jonathan Ray, Matt Roberts, Mark Staples, and Chris Tobin.

FUTURE OF ATHLETICS POWER POINT PRESENTATION:

Matt Roberts, Director of Athletics, presented a Power Point Presentation entitled “Current Overview of Athletics.”

Mr. Roberts informed the Board that the Athletics Facilities Master Plan may be ready for presentation at the August Board of Trustees meeting.

Chair Hay asked Mr. Roberts to send the Board of Trustees an email with a link to the Cougar Club providing them with information regarding membership/contributions.

FOUR-YEAR FACILITIES PLAN POWER POINT PRESENTATION:

Paul Patrick presented a Power Point Presentation entitled “Under Construction – Four-Year Capital Plan.”

Active projects included:

- Avery Research Center
- Lesesne House
- Rita Hollings Science Center
- McConnell Residence Hall
- McAlister Residence Hall (Roof and Interior)

- Simons Center for the Arts
- City Bistro Interior Renovation
- Sottile Theatre Stage Renovation

This presentation was designed to gauge Board of Trustees' support and gain valuable feedback from the Board members regarding priority and overall direction. The plan is to use the Board's feedback and over the summer develop a more concrete proposal to bring to the Board of Trustees' Facilities Committee this Fall.

Budgets, scope of work, and even the overall project are subject to change.

ELECTION OF BOARD OFFICER(S):

Trustee Henrietta Golding, Chair of the Audit and Governance Committee, could not be with us today. In her absence, John Wood, a member of the Committee, made a number of announcements regarding the election of Board Officers.

- At the August 10 Board of Trustees meeting, a Vice Chair will be elected to fill the term left vacant by Vice Chair Frank Gadsden whose term as a member of the Board will end on June 30.
 - Nominations for Vice Chair will be accepted by the Audit and Governance Committee Chair, Henrietta Golding, beginning July 1 through August 9. The election will be held at the August 10 Board meeting. The new Vice Chair's service will begin at the end of the August 10 Board meeting through October 19, at which time a new Vice Chair will be elected to serve a regular term.
- At the October 19 Board of Trustees meeting in even-numbered years, the first order of business will be to elect Board Officers – Chair, Vice Chair, and Secretary.
 - Nominations for the three Board Officers will be accepted at the August 9 Audit and Governance Committee Meeting until the end of the Board meeting on August 10. At the close of the August 10 Board meeting, nominated Trustees may begin soliciting support until election(s) take place at the October 19 Board meeting. Their service will begin at the close of the October 19 Board meeting.
- At the October 19 Board meeting in even-numbered years, the second order of business will be the election of Trustees Emeriti.
 - Nominations for Trustees Emeriti will be accepted by the Audit and Governance Committee at its meeting on August 9 through the end of the Board meeting on August 10. Election of Trustees Emeriti will be held at the October 19 Board of Trustees meeting.
 - According to the Board Bylaws, "The Board may recognize a former trustee for loyal, dedicated and significant service to the College. Trustee Emeritus status will be granted when a former Board member is nominated by the Audit and Governance Committee, then elected by a two-third majority vote of the Board. To be eligible, the former Board member must have been elected/appointed for three (3) terms. In the event that a Trustee has been

elected/appointed for a fourth term, he then has the option to declare himself a Trustee Emeritus upon his/her retirement from the Board.”

Therefore, on July 1, Don Belk and Annaliza Moorhead, with 16 years of service, and Joe Thompson with 20 years of service, can declare themselves Trustees Emeriti effective immediately, and they will do so.

Other retired or retiring Board members will require nominations at the August Board meeting. [At Trustee Renee Romberger’s request, the list of Trustees Emeriti candidates will be sent to the Board of Trustees.]

BOARD OF TRUSTEES PHILANTHROPY:

Trustee Renee Romberger spoke regarding the importance of Board of Trustees philanthropy. “Your support is important to the College. The goal is 100% giving from the Board of Trustees. We would like to move to a model in the next year that folks from the Development Office will meet with the Board of Trustees to tell you where the opportunities are, and we can match your opportunities. We are at 50% giving right now and June 30th is the deadline.”

Further, Trustee Romberger noted that any funds given can be designated where you want it – scholarships, athletics, etc.

Chris Tobin and his Development staff can assist Board members with building their plan(s) – “When and How?” They will build a profile on each of the Trustees.

“VISION OF THE COLLEGE” PRESENTATION:

President Glenn McConnell will retire on July 2, 2018. While a search is underway to find a new President, Steve Osborne will serve as Interim President.

Mr. Osborne’s “Vision of the College” presentation focused on ten areas:

- (1) Student Experience
- (2) Enrollment and Financial Stability (financial model)
- (3) Work Force Morale
- (4) Diversity
- (5) Delegation of Authority
- (6) Campus Visibility
- (7) Academic Programs/Graduate School
- (8) 250th Anniversary Celebration
- (9) Philanthropy
- (10) Athletics

Mr. Osborne noted that not all of these areas are new – some are a continuation of President McConnell’s efforts. He thanked President McConnell for laying the foundation for him to begin work.

[Break for lunch at noon. Meeting reconvened at 12:55 p.m.]

The motion was made by Trustee Cherry Daniel, and seconded by Trustee Renee Romberger, to go into Executive Session at 12:55 p.m. for the following purposes: (1) Legal Counsel will provide updated legal advice on litigation, including actual and potential legal claims; (2) Discussion of employment – Presidential Search – consistent with S.C. Freedom of Information Act [Section 30-4-70 (a) (1)]; (3) Discussion of negotiations incident to proposed contractual arrangements and proposed purchase/lease of property; (4) Employment records – legal matters and executive contract negotiations – personnel matters; and (5) Discussion of employment consistent with S.C. Freedom of Information Act [Section 30-4-70 (a) (1)]. All in favor.

[Trustee Tav Swarat left the meeting at 12:55 p.m.]

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

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

At 1:07 p.m., Chair Hay noted that only the Board of Trustees, President McConnell, Steve Osborne, Paul Patrick, and Matt Roberts shall remain and attend Executive Session at this time.

[Everyone not requested to remain in Executive Session left the Boardroom.]

At this point, Chair Hay noted that only the Board members shall remain for Executive Session.

[President McConnell, Steve Osborne, Paul Patrick, and Matt Roberts left the Boardroom.]

The motion was made by Trustee Renee Romberger, and seconded by Trustee John Wood, to leave Executive Session at 2:13 p.m. All in favor.

[Regular session resumed at 2:13 p.m.]

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

NEW BUSINESS:

The motion was made by Trustee Frank Gadsden, and seconded by Trustee Cherry Daniel, to approve Chad Holbrook’s Head Baseball Coach Contract as presented. The Chair called for the yeas and nays, and the motion was approved by voice vote. Motion passed.

The motion was made by Trustee Renee Romberger, and seconded by Trustee Ricci Welch, to approve a future rental agreement with John Kresse’s family upon the passing of Coach Kresse to ensure his funeral will be held at TD Arena. The Chair called for the yeas and nays, and the motion was approved by voice vote. Motion passed.

The motion was made by Trustee Greg Padgett, and seconded by Trustee Cherry Daniel, to approve Steve Osborne's Interim President Contract as presented. The Chair called for the yeas and nays, and the motion was approved by voice vote. Motion passed.

The motion was made by Trustee Craig Thornton, and seconded by Trustee John Wood, to adjourn the meeting at 2:15 p.m. All in favor.