

(Approved at August 5 & 6, 2021 Board of Trustees Meetings)  
**COLLEGE OF CHARLESTON**  
**UNIVERSITY OF CHARLESTON, SC**  
Board of Trustees Meeting  
April 8-9, 2021

Stono Preserve/Zoom Video Conference\*

Presiding:  
David M. Hay, Chair, Board of Trustees

Trustee Ricci Welch, Chair, Academic Affairs Committee  
Trustee Steve Swanson, Budget, Finance, & Facilities Committee  
Trustee Chuck Baker, Chair, Student Affairs & Athletics Committee  
Trustee Henrietta Golding, Chair, Audit and Governance Committee  
Trustee John Busch, Chair, Access, Equity & Inclusion Subcommittee  
Trustee Beth Burke, Chair, Development, Alumni, Governmental  
& External Relations Committee

**THURSDAY, APRIL 8, 2021**  
**9:30 a.m.**

**Board Members Present** – Trustees Chuck Baker, Laurin Burch, Demetria Clemons (Vice Chair), Hank Futch, Andy Gianoukos, Henrietta Golding, David Hay (Chair), Shawn Holland, Randy Lowell, Renée Romberger (Secretary), Steve Swanson, Tav Swarat, Craig Thornton and Ricci Welch

**Board Members via Zoom** – Trustees Beth Burke, John Busch, Toya Pound, Brian Stern and John Wood

**Board Members Absent** – Trustee Penny Rosner

**Senior Team Members Present** – President Andrew Hsu, Suzanne Austin, Mark Berry, Alicia Caudill, Renard Harris, John Loonan, Ron Menchaca, John Morris, Angela Mulholland, Paul Patrick, Matt Roberts, Mark Staples, Amy Takayama-Perez and Chris Tobin

**Other Attendees Present** – Joh-nette Brown, Betty Craig, John Curtis, Elizabeth Kassebaum, Pat Kelsey (new Basketball Coach), Jesse Kunze and Michelle McGrew

**Other Attendees via Zoom** – Cate Ambrose (Women's Track), Brooke Blosser (GSA President), Ana Gilpatrick, Simon Lewis, Kameelah Martin (new Graduate School Dean), Jeremy Migliara, Jeremy Turner (SGA President), and Molly Waring; Post & Courier Reporter

(Only attending Board Members, President Hsu, Chief of Staff, Senior Leadership Team, Board Office Staff, and others presenting or participating in the meetings are noted as attendees).

Board of Trustees Meeting held at Stono Preserve with masks and social distancing and via Zoom Video Conferencing due to COVID-19 pandemic.

## **WELCOME**

First, Chair Hay expressed his optimism regarding everyone's work and the great resources of the College surrounded by the Board of Trustees and the great team that President Hsu has assembled. Further, he expressed excitement about moving forward and welcomed our new Basketball Coach Pat Kelsey.

Chair Hay welcomed everyone and provided introductory remarks: "I am glad that many of us have been able to gather in person, and that many of us have been fully vaccinated. We have come a long way over the past year.

That being said, we are still not completely through this pandemic. Therefore, as volunteer leaders, it is imperative that we follow the same COVID-19 protocols as everyone else on campus. We need to lead by example.

I ask everyone in attendance at this meeting to practice social distancing and to wear your face covering unless you are actively eating or drinking.

Our faculty and staff have done a remarkable job this past year of maintaining these protocols, both inside and outside of the classroom, and I want to make sure we are consistent with the College's COVID-19 mitigations measures.

Each of the presenters, unless they are accessing this meeting remotely, will be wearing face coverings while delivering their reports.

Thank you for your attention and your support.

Chair Hay turned the meeting over to Trustee Baker, Chair of the Student Affairs and Athletics Committee.

## **STUDENT AFFAIRS AND ATHLETICS COMMITTEE MEETING**

Trustee Chuck Baker, Chair; Trustee Shawn Holland, Vice Chair

***Committee Members Present*** – Trustees Chuck Baker (chair); Demetria Clemons; Hank Futch; Andy Gianoukos; Shawn Holland (vice chair); Randy Lowell; Craig Thornton; Ricci Welch; David Hay, ex officio; Andrew Hsu, ex officio, non-voting

***Committee Members via Zoom*** – Trustee Toya Pound

## **Call to Order**

Committee Chair Chuck Baker called the meeting to order at 9:33 a.m. noting that the meeting notice has been posted and the press notified as required by the Freedom of Information Act.

He welcomed Coach Kelsey and the media present at today's meeting.

### Approval of Minutes

**The motion was made by Trustee Demetria Clemons, and seconded by Trustee Ricci Welch, that the minutes of the January 28, 2021 Student Affairs and Athletics Committee Meeting be approved as presented. The Chair called for the yeas and nays, and the Minutes were approved.**

Committee Chair Baker turned the meeting over to Alicia Caudill, Executive VP for Student Affairs, who introduced program updates.

### Student Spotlights – Alicia Caudill

- Brooke Blosser, Graduate Student Association President
- Jeremy Turner, Student Government Association President
- Cate Ambrose, Student Athlete – Women’s Track

### Athletics Updates

Matt Roberts introduced Pat Kelsey, the new Basketball Coach, noting that he will be the 24<sup>th</sup> person to lead our basketball program.

Highlights of Coach Kelsey’s remarks:

“My dream is to grow the College’s basketball program. I will build the program on three letters – “A” for academics – value of education from CofC; “B” for basketball – make our program one of the best in the country; and “C” for character – representing our school.

Coach Kelsey continued, “If we do our job at the elite level, our endowment and enrollment will increase, and we can make CofC a greater place than it is. I want to be here for the rest of my career. I’m undefeated. I’m excited to be here. Thank you for the opportunity.”

### COVID-19 Updates:

Alicia Caudill reported that, in collaboration with MUSC, an On-Campus Vaccination Clinic was held on March 26, with 576 vaccinations administered. The next clinic will be held on April 16.

Vaccination Survey of Students, Faculty and Staff – 2,017 responses have been received to date.

- 15.5% have been full vaccinated
- 59.3% have been partially vaccinated
- 18.1% intend to be vaccinated
- 6.6% do not intend to be vaccinated

Mandatory Testing:

During the Spring Semester, there was mandatory testing for students. Of the students mandated for 2021 testing, the cumulative percent positive was 1.3%.

Student Wellness and Wellbeing Programming – Alicia Caudill

Career Center Outreach to Classes of 2020 and 2021 – Alicia Caudill

### Executive Session

Before going into Executive Session, Committee Chair Baker recognized Brooke Blosser for her service as Graduate Student Association President and Jeremy Turner for his service as Student Government Association President. As a small token of appreciation, on behalf of the Board, Elizabeth Kassebaum has presented them with a CofC pen and presentation folder.

**The motion was made by Trustee Ricci Welch, and seconded by Trustee Randy Lowell, to go into Executive Session at 10:11 a.m. for the “Discussion of negotiations incident to proposed contractual arrangements and proposed purchase/lease of property.” All in favor.**

*[Only the Board of Trustees, President Hsu, Senior Team, Elizabeth Kassebaum, John Curtis and Betty Craig remained for Executive Session. All others were put in the waiting room.]*

**The motion was made by Trustee David Hay, and seconded by Trustee Ricci Welch, to come out of Executive Session at 11:03 a.m. All in favor.**

Committee Chair Baker noted that no action was taken in Executive Session.

### **New Business**

Committee Chair Baker reported that he attended the College of Charleston Athletic Fund Board of Directors Meeting yesterday and noted that the auction was a great success, netting over \$45,000.

### **Motion to Adjourn**

**The motion was made by Trustee Ricci Welch, and seconded by Trustee Hank Futch, that the Student Affairs and Athletics Committee meeting be adjourned at 11:04 a.m. All in favor.**

## **ACADEMIC AFFAIRS COMMITTEE MEETING**

Trustee Ricci Welch, Chair; Trustee Penny Rosner, Vice Chair

**Committee Members Present** – Ricci Welch (chair), Demetria Clemons, Andy Gianoukos, Renée Romberger, Tav Swarat, Craig Thornton, David Hay (ex officio), Andrew Hsu (ex officio, non-voting)

**Committee Member(s) via Zoom** – Trustees Beth Burke, John Busch and Toya Pound

**Committee Member(s) Absent:** Trustee Penny Rosner (vice chair)

### **Call to Order**

Committee Chair Ricci Welch called the meeting to order at 11:05 a.m. noting that the meeting notice has been posted and the press notified as required by the Freedom of Information Act.

Welcome everyone, especially Beth Burke, John Busch and Toya Pound attending via Zoom.

### **Approval of Minutes**

**The motion was made by Trustee Demetria Clemons, and seconded by Trustee Renée Romberger, that the minutes of the January 28, 2021 Academic Affairs Committee Meeting be approved as presented. The Chair called for the yeas and nays, and the Minutes were approved.**

### **Resolution to Approve Revisions to Faculty Recognition Programs**

Committee Chair Welch reviewed the Resolution to Approve Revisions to Faculty Recognition Programs. She asked for unanimous consent to dispense with the reading of the Resolution since all Board members were provided with a copy of the Resolution for review prior to the meeting, it is posted on the hyperlink, and it is on the screen. **The motion was made by Trustee Demetria Clemons, and seconded by Board Chair David Hay, to approve the revisions to the Faculty Recognition**

**Programs as presented. The Chair called for the yeas and nays, and the motion passed – the Resolution was adopted and approved.**

*[Resolution was approved by the full Board on Friday, April 9, 2021 – see Friday’s meeting minutes for wording; for the record, a copy of Provost Suzanne Austin’s email to the Board regarding changes to the faculty awards can be found at the end of these meeting minutes.]*

### **Executive Session**

**The motion was made by Trustee Demetria Clemons, and seconded by Trustee Tav Swarat, to go into Executive Session at 11:14 a.m. for “Discussion of negotiations incident to proposed contractual arrangements and proposed purchase/lease of property” and “Employee records – legal matters and executive contract negotiations – personnel matters.” All in favor.**

*[Only the Board of Trustees, President Hsu, Senior Team, Elizabeth Kassebaum, John Curtis and Betty Craig remained for Executive Session. All others were put in the waiting room.]*

**The motion was made by Trustee Tav Swarat, and seconded by Trustee Demetria Clemons, to come out of Executive Session at 11:40 a.m. All in favor.**

Committee Chairman Welch noted that no action was taken in Executive Session.

*[Public Session resumed.]*

### **Reports/Updates**

First, Provost Suzanne Austin introduced the new Graduate School Dean, Dr. Kameelah Martin.

Provost’s Report focused on three areas:

- (1) Changes to Faculty Awards
- (2) Commencement Update
  - Spring 2021 Commencement Ceremonies will be held in two outdoor locations.
    - Thursday, May 6, 2021 – 2:00 p.m. to 4:00 p.m. – Patriots Point Soccer Stadium
    - Friday, May 7, 2021 – 2:00 p.m. to 3:00 p.m. and 6:00 p.m. to 7:30 p.m. – Cistern Yard
    - Saturday, May 8, 2021 – 9:00 a.m. to 10:30 a.m. and 1:00 p.m. to 2:30 p.m. – Cistern
- (3) College Reads Selection – “The Story of More: How We Got to Climate Change and Where to Go from Here” by Hope Jahren

*[Trustee John Wood left meeting via Zoom at 11:48 a.m.]*

Updates from the Deans

- Beth Meyer-Bernstein, Dean, The Honors College
- Sebastian Van Delden, Dean, School of Sciences and Mathematics

Faculty Senate Report – Simon Lewis

Staff Advisory Committee Chair’s Report:

- Ana Gilpatrick raised concern about the Return-to-Campus Executive Order.

### **Motion to Adjourn**

**The motion was made by Trustee Renée Romberger, and seconded by Trustee Craig Thornton, that the Academic Affairs Committee meeting be adjourned at 12:18 p.m. All in favor.**

*[Break for lunch and view documentary “If These Walls Could Talk”]*

### **DOCUMENTARY “IF THESE WALLS COULD TALK”**

Chair Hay set the scene a bit before the Board of Trustees watched the documentary, “If These Walls Could Talk.”

“This documentary features the research and expertise of our esteemed faculty, staff and students.

In this film, we are going to learn, together, more about how slavery played a part in the history of the College of Charleston.

It’s with that understanding that we, as trustees, may see the problems more clearly.

And, by understanding where the problems started, we have a much greater chance of solving them!

Before we begin, I want to thank our Office of Institutional Diversity for spearheading this project.

I want to acknowledge the film’s producers Charissa Owens of the Office of Institutional Diversity and adjunct faculty member Michael Owens of the English Department for putting together such a powerful piece.

Dr. Owens will join us after the film to answer any questions as we reflect on what we have seen and heard.

Our hope is that by watching and learning from this film – in addition to our many other diversity, equity and inclusion initiatives across campus – that we keep up the positive momentum toward greater reconciliation with our past so that our present and future will be better.”

*[View Documentary – “If These Walls Could Talk”]*

*[Trustee Penny Rosner joined the meeting via Zoom at 12:37 p.m.]*

Chair Hay thanked everyone involved in the documentary and gave the Board members an opportunity for comments.

Trustee Renée Romberger – “Special thanks to Renard and his team for this powerful and moving documentary. It made me extremely uncomfortable. I believe change happens through discomfort so I hope we use this experience to propel us to continue our work and commitment to a more complete and accurate accounting of our past, in a way that educates and informs all who come to our campus. It is time for truth and past time for change. Incredible job. Thank you all your hard work.”

Trustee Randy Lowell – “I would be interested in hearing more about the status of the 1967 Program. Maybe we could get an update.”

Trustee Steve Swanson – “Amazing. Well done. Are we working with the African American Museum? It is a great opportunity to work with that organization.”

Trustee Tav Swarat – “It is real, raw. It instills emotion regarding where we are going in the future. Those things will be inspiring to future students.

Trustee Craig Thornton – “Echo what everyone said and look forward to seeing more.”

Trustee Shawn Holland – “I am a firm believer. I am passionate.”

Trustee Henrietta Golding – “Second time that I have seen it and felt moved. It was powerful, and I can’t say anything else.”

Trustee Andy Gianoukos – “Echo what others said. Educational. Powerful. Informative.”

Trustee Hank Futch – “So proud of the effort of the College. It definitely impressed me. It is a great step forward.”

Trustee Laurin Burch – “This is my second time watching it. Incredible. Great research. Enlightening. Institutional Diversity. Thankful for you guys in leading to tell the story.”

Trustee Chuck Baker – “Second time. Think of new things. Full extent of our history. Let’s learn from history and look into the future.”

Trustee Ricci Welch – “Second time. Well done. We need to honor our past. A way to do that is to look into the future. You can honor the past, but you can’t change it.”

Trustee Demetria Clemons – “Documentary is award winning. Enlightening. It must be for all of the decision making at the College. We now know who we were. Let us begin to tell who we are and who we will be. Will we as a group walk in the light? Will we be able to make the journey that begins where the path ends?”

Trustee Beth Burke – “We are moving into a new home. In and out of the conversation dealing with my washing machine. Watched it alone in my home. It was life altering for me because it has changed the way I look at the College of Charleston forever. I don’t love it any less. Now I look at Randolph Hall that was built by enslaved people. It will give me pause for the rest of my life. I am so proud of the College. Every building on campus will tell the story. I appreciate you all so much. Thank you for your patience.”

Trustee John Busch – “I agree with the student in the documentary who, when asked ‘when should we recognize the slaves whose labor built the College of Charleston?’ said ‘yesterday.’ In Randolph Hall we recognize those individuals who organized, funded and led the construction of the College. Now that research has uncovered the names of those individuals whose labor constructed the College, I hope that one day soon we will recognize them alongside our founders on the walls of Randolph and in other print and electronic media. Thank you for the documentary. Thank OIEP for putting this together.”

Trustee Toya Pound – “I don’t think there is anything that I can add that hasn’t already been said. So thankful that the College is making this effort.”

Trustee Brian Stern – “Very proud that the College researched and explored. Recognize our past, moving forward, remember foundation where we came from.”

Chair David Hay – “Thank everyone for their comments. Charissa Owens is available via Zoom for any questions.

Trustee Laurin Burch – “Is there any other notable findings in the research since the documentary was produced?”

Charissa Owens: “This was just a start. We have done more study. I can tell you that a lot more has been uncovered.”

In response to Trustee Lowell’s request for information regarding the 1967 Program, President Hsu noted that he will appoint a Committee on Historical Signage with a small grant for faculty and student research. Our goal is to focus on the future creating an equitable environment. There is nothing we can do about the past. There’s a lot we can do about the present and the future.

The 1967 Program is one of our most popular programs that has attracted the most people who immediately donated \$500,000-\$600,000 to the program and are now working to acknowledge their social circle to help build a much bigger circle. Six students have been selected with a goal of 11 students. All students will be funded for all four years.

*[Trustee Beth Burke left the Zoom meeting at 1:37 p.m.]*

In response to Trustee Swanson’s question regarding the College working with the African American Museum, President Hsu shared that Dr. Bernie Powers served as the Interim Director of the African American Museum which helped cement our connection to the valuable local institution with regard to future partnership opportunities.

Trustee Busch added that “Avery is just a few blocks from Randolph Hall, but it feels like it is miles away. It would be good for the Board of Trustees to have a meeting at Avery. I would like to have more time spent at Avery.”

Chair Hay closed saying “Thank you, again. Before we go to the Audit and Governance Committee meeting, I must leave the meeting at 2:30 p.m. for an appointment, but I will leave everyone in the capable hands of Vice Chair Clemons.

### **AUDIT AND GOVERNANCE COMMITTEE MEETING**

Trustee Henrietta Golding, Chair; Trustee Tav Swarat, Vice Chair

***Committee Members Present*** – Trustees Henrietta Golding (chair), Chuck Baker, Laurin Burch, Randy Lowell, Renée Romberger, Steve Swanson, Tav Swarat (vice chair), and John Wood; David Hay, Chair, Board of Trustees, ex-officio

***Committee Members via Zoom*** – Trustee Brian Stern

***Committee Member(s) Absent*** – Trustee Beth Burke



### **Call to Order**

Committee Chair Henrietta Golding called the meeting to order at 1:43 p.m. noting that the meeting notice has been posted and the press notified as required by the Freedom of Information Act.

### **Approval of Minutes**

**The motion was made by Trustee Renée Romberger, and seconded by Trustee Chuck Baker, that the minutes of the January 28, 2021 Audit and Governance Committee Meeting be approved as presented. The Chair called for the yeas and nays, and the Minutes were approved.**

John Loonan introduced the Elliott Davis staff, Molly Waring and Jeremy Migliara, for audit updates via Zoom.

- Single Audit – Reports Required Under Government Auditing Standards and the Uniform Guidance and NCAA Agreed Upon Procedures Engagement – Molly Waring
- Sales and Use Tax Audit Update – Jeremy Migliara

### **Executive Session**

**The motion was made by Trustee Tav Swarat, and seconded by Trustee Renée Romberger, to go into Executive Session at 2:12 p.m. for “Discussion of negotiations incident to proposed contractual arrangements and proposed purchase/lease of property.” All in favor.**

*[Only the Board of Trustees, President Hsu, Senior Team, Elizabeth Kassebaum, John Curtis and Betty Craig remained for Executive Session. All others were put in the waiting room.]*

**The motion was made by Trustee Steve Swanson, and seconded by Trustee Chuck Baker, to come out of Executive Session at 2:37 p.m. All in favor.**

Committee Chair Golding noted that no action was taken in Executive Session.

### **Motion to Approve Bylaws Amendments**

**The motion was made by Trustee Chuck Baker, and seconded by Trustee Steve Swanson, that the “Original Proposed Bylaws Amendments” document with no redlining be approved as presented. The Chair called for the yeas and nays, and the motion passed.**

**The motion was made by Trustee Tav Swarat, and seconded by Trustee Chuck Baker, to amend the motion to approve the proposed revised Bylaws Amendments document as presented. The Chair called for the yeas and nays, and the motion passed.**

Committee Chair Golding noted that the amendments will be presented to the full Board tomorrow.

### **New Business**

Secretary Romberger updated everyone regarding the Board’s work to date on the Naming Policy. The Committee drafted a Naming Policy but recognized after completing the Guiding Principles that it would require a revision. They will hold off approval of the Naming Policy until all documents have been finalized.

### **Motion to Adjourn**

**The motion was made by Trustee Chuck Baker, and seconded by Trustee Laurin Burch, that the Audit and Governance Committee meeting be adjourned at 2:41 p.m. All in favor.**

## **ACCESS, EQUITY AND INCLUSION SUBCOMMITTEE MEETING**

Trustee John Busch, Chair; Trustee Toya Pound, Vice Chair

**Committee Members Present** – Trustees Demetria Clemons, Hank Futch, Andy Gianoukos, Shawn Holland, Craig Thornton and Ricci Welch

**Committee Members via Zoom** – Trustees John Busch (chair) and Toya Pound (vice chair)

**Committee Member(s) Absent** – Trustee Penny Rosner

### **Call to Order**

Committee Chair John Busch called the meeting to order at 2:42 p.m., noting that the meeting notice has been posted and the press notified as required by the Freedom of Information Act.

### **Reports**

Renard Harris

- DivEDU Modules
- Division Equity Education program (D.E.E.P.)
- Launchpad for success
- 1967 Legacy Program
- Crossing the Cistern
- Campus Inclusion Team

Amy Takayama-Perez

- Enrollment Update – Students of Color
- 2021 Yield Initiatives

### **Approval of Minutes**

The motion was made by Trustee Hank Futch, and seconded by Trustee Ricci Welch, that the minutes of the January 28, 2021 Access, Equity and Inclusion Subcommittee Meeting be approved as presented. The Chair called for the yeas and nays, and the Minutes were approved.

### **Motion to Adjourn**

The motion was made by Trustee Demetria Clemons, and seconded by Trustee Hank Futch, that the Access, Equity and Inclusion Subcommittee meeting be adjourned at 3:11 p.m. All in favor.

## **BUDGET, FINANCE AND FACILITIES COMMITTEE MEETING**

Trustee Steve Swanson, Chair; Trustee Laurin Burch, Vice Chair

**Committee Members Present** – Trustees Steve Swanson (chair); Chuck Baker; Laurin Burch (vice chair); Demetria Clemons; Henrietta Golding; Shawn Holland; Randy Lowell, Renée Romberger; David Hay, ex officio; Andrew Hsu, ex officio, non-voting

**Committee Member(s) via Zoom** – Trustees Brian Stern and John Wood

### **Call to Order**

Committee Chair Steve Swanson called the meeting to order at 3:12 a.m. noting that the meeting notice has been posted and the press notified as required by the Freedom of Information Act.

### **Approval of Minutes**

**The motion was made by Trustee Henrietta Golding, and seconded by Trustee Chuck Baker, that the minutes of the January 28, 2021 and March 12, 2021 Budget, Finance and Facilities Committee Meetings be approved as presented. The Chair called for the yeas and nays, and the Minutes were approved.**

Committee Chair Swanson turned the meeting over to John Loonan, Executive VP for Business Affairs, to introduce those presenting updates.

### **Budget and Finance Updates**

Budget Update – John Loonan

Enrollment Update – Amy Tamakaya-Perez

Information Technology Update – Mark Staples

Facilities Management Update – John Morris

### **Executive Session**

**The motion was made by Trustee Demetria Clemons, and seconded by Trustee Renée Romberger, to go into Executive Session at 4:33 p.m. for the “Discussion of negotiations incident to proposed contractual arrangements and proposed purchase/lease of property.” All in favor.**

*[Only the Board of Trustees, President Hsu, Senior Team, Elizabeth Kassebaum, John Curtis and Betty Craig remained for Executive Session. All others were put in the waiting room.]*

**The motion was made by Trustee Randy Lowell, and seconded by Trustee Renée Romberger, to come out of Executive Session at 4:37 p.m. All in favor.**

Committee Chair Swanson noted that no action was taken in Executive Session.

### **Motion to Adjourn**

**The motion was made by Trustee Tav Swarat, and seconded by Trustee Henrietta Golding, that the Budget, Finance and Facilities Committee be adjourned at 4:37 p.m. All in favor.**

## **DEVELOPMENT, ALUMNI AND GOVERNMENTAL AND EXTERNAL RELATIONS COMMITTEE MEETING**

Trustee Beth Burke, Chair; Trustee John Wood, Vice Chair

**Committee Members Present** – Trustees Laurin Burch; Hank Futch; Henrietta Golding; Renée Romberger; Steve Swanson, Tav Swarat; Andrew Hsu, *ex officio*, non-voting

**Committee Member(s) via Zoom** – Trustee Brian Stern

**Committee Member(s) Absent** – Trustees Beth Burke (chair), John Busch, Penny Rosner, John Wood (vice chair) and David Hay, *ex officio*

### **Call to Order**

In the absence of Committee Chair Beth Burke and Vice Chair John Wood, Committee Member Renée Romberger called the meeting to order at 4:38 p.m., noting that the meeting notice has been posted and the press notified as required by the Freedom of Information Act.

### **Approval of Minutes**

**The motion was made by Trustee Tav Swarat, and seconded by Trustee Hank Futch, that the minutes of the January 28, 2021 and March 12, 2021 Development, Alumni, Governmental and External Relations Committee Meetings be approved as presented. The Chair called for the yeas and nays, and the minutes were approved.**

### **Reports**

Development and Alumni Affairs Update – Chris Tobin  
University Communications Update – Ron Menchaca  
Governmental Affairs Update – Paul Patrick

### **SOTA “Arts Under the Oaks” Festival**

Professor Sandy DeAthos-Meers, Director of Opera and Assistant Professor of Voice, provided the Board of Trustees with information regarding the SOTA outdoor “Arts Under the Oaks” Festival at Stono on Saturday. During the reception and seafood sampler with the Board of Trustees and President Hsu, entertainment was provided by the College’s music performance students rehearsing for the “Arts Under the Oaks Festival.”

### **Closing Remarks**

In Chair Hay’s absence, Vice Chair Clemons thanked everyone for their time this afternoon. She noted that supper is available and the Music Performance Students will begin rehearsing outside of the Stono Barn. The meeting will continue tomorrow morning, April 9, with continental breakfast at 9:00 a.m. and the meeting at 9:30 a.m.

### **Motion to Adjourn**

**The motion was made by Trustee Tav Swarat, and seconded by Trustee Steve Swanson, that the Development, Alumni, and Governmental Affairs and External Relations Committee be adjourned at 5:20 p.m. All in favor.**

**FRIDAY, APRIL 9, 2021**

**Board of Trustees Meeting**

**9:30 a.m.**

**Board Members Present** – Trustees David Hay (chair), Chuck Baker, Laurin Burch, Demetria Clemons (vice chair), Hank Futch, Andy Gianoukos, Henrietta Golding, Shawn Holland, Randy Lowell, Renée Romberger (secretary), Penny Rosner, Steve Swanson, Tav Swarat, Craig Thornton and Ricci Welch

**Board Member(s) via Zoom** – Trustees Beth Burke, John Busch, Toya Pound, Brian Stern and John Wood

**Senior Team Members Present** – *President Andrew Hsu, Suzanne Austin, Mark Berry, Alicia Caudill, Renard Harris, John Loonan, Ron Menchaca, John Morris, Angela Mulholland, Paul Patrick, Matt Roberts, Mark Staples, Amy Takayama-Perez and Chris Tobin*

**Other Attendees Present** – *Betty Craig, John Curtis, Elizabeth Kassebaum and Pat Kelsey (new Basketball Coach)*

**Other Attendees via Zoom** – *Peggy Boykin, John Douglass, and Dewitt Williams*

(Only attending Board Members, President Hsu, Chief of Staff, Senior Leadership Team, Board Office Staff, and others presenting or participating in the meetings are noted as attendees).

### **Call to Order/Welcome**

Chair David Hay called the meeting to order at 9:33 a.m. noting that the meeting notice has been posted and the press notified as required by the Freedom of Information Act.

Chair Hay’s introductory remarks:

“Particularly, for this meeting, it is difficult for me to single out any one or two Board members to thank for their service to the Board since the last quarterly Board meeting as all Board members have gone above and beyond the last few months. Whether it is your remarkable participation and engagement in the numerous special and emergency meetings of the Board, or your work and research on the Bylaws Amendments, Naming Policy and Guiding Principles, or your representation of the Board of Trustees at the Foundation, Alumni and/or Charleston Athletic Fund Boards, all Board members are a shining example of dedication to the Board of Trustees and their alma mater.

And this is equally the case with regard to the extraordinary service of the incredible dedication by the faculty, staff and Board Liaisons that support the work of the Board. Without overstating the obvious, we could not accomplish our goals without your committed dedication to the institution. On behalf of the Board, I extend our genuine appreciation for what you do for the College and the Board, seemingly without thought to the hardships encountered in accomplishing your work during a pandemic.

And finally, none of us, not the Board of Trustees, not the faculty, staff, students, senior leadership or any on or off campus constituencies would be where we are today, April 9, 2021, over one full year into a world-wide pandemic. The truly amazing goals accomplished by this institution through it all are because of our President, Andrew Hsu.

We remain eternally grateful for your decision to join the college family and look forward to seeing what you can do for our institution when there aren’t the constraints of a world-wide pandemic.

Thank you, Andrew, from all of us.”

President Hsu responded, “Honor is all mine. Thank you all!”

### **Approval of Minutes**

**The motion was made by Trustee Demetria Clemons, and seconded by Trustee Ricci Welch, that the minutes of the January 28-29, 2021 Board of Trustees Meeting, the March 12, 2021 and March 24, 2021 Board of Trustees Special Meetings, and the March 25, 2021 Board of Trustees**

**Emergency Meeting be approved as presented. The Chair called for the yeas and nays, and the minutes were approved.**

**Alumni Association Board President; Charleston Athletic Fund Director; and Foundation Board Chair Reports**

Chair Hay welcomed the Derrick Williams, President of the Alumni Association Board; Peggy Boykin, Chair of the Foundation Board; and John Douglass, Chair of the Charleston Athletic Fund via Zoom who delivered reports from their respective Board.

**Motion from the Academic Affairs Committee**

**The Academic Affairs Committee moves that the Resolution regarding the revisions to the Faculty Recognition Programs be approved as presented. The Chair called for the yeas and nays, and the motion was approved.**

**COLLEGE OF CHARLESTON  
RESOLUTION OF THE BOARD OF TRUSTEES  
APPROVAL OF REVISIONS  
TO FACULTY RECOGNITION PROGRAMS**

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**APRIL 8, 2021**

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**WHEREAS**, the College of Charleston strives to recognize our outstanding faculty;

**WHEREAS**, the College of Charleston Board of Trustees approved a faculty awards plan on January 31, 2014;

**WHEREAS**, that plan included both college-wide and school-based faculty awards;

**WHEREAS**, we wish to create one new college-wide faculty award and four new school-level faculty awards, while also modifying three college-wide awards and one school-level award program;

**NOW THEREFORE BE IT –**

**RESOLVED**, that these modifications and new awards are hereby approved by the Board;

**RESOLVED**, that the President, Provost, and Executive Vice President for Business Affairs or each of them, shall do all things necessary and appropriate to implement and continue the approved faculty recognition programs and to uphold their intent; and

**RESOLVED**, that the Office of the Provost shall make public faculty award recipients' names.

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*[Copy of Provost Suzanne Austin's email to the Board of Trustees regarding changes to the faculty awards can be found at the end of these minutes.]*

**Motion from the Audit and Governance Committee**

**The Audit and Governance Committee moves that the Board accept the recommendations of the Committee to amend the Bylaws as presented. The Chair called for the yeas and nays, and the motion passed.**

Secretary Romberger updated everyone regarding the Board’s work to date on the Naming Policy and Guiding Principles.

“We are working with our committee to come up with a draft policy focusing on policy, process and procedures. Our plan is to present a draft to the full Board as soon as we complete our work. We will ask the Board to review it and recommend changes, and it will be shared with our stakeholders for input.

We have studied 16 institutions across the country and have read over 250 pages of documents and articles.

We understand the significance and importance of this issue, and we want to make sure we are doing a thorough job. We will bring them to the full Board as soon as our work is completed.”

Committee Chair Golding noted that the Board has been provided a draft of the Naming Policy, but it is inconclusive. “The committee has come a long way, and I would like to thank them.”

### **Board of Trustees Committee Chairs’ Reports**

Audit and Governance Committee – Committee Chair Henrietta Golding reminded Board members to sign the Ethics Disclosure Form at their places and return it to Elizabeth Kassebaum.

Access, Equity & Inclusion Committee – Committee Chair John Busch is pleased that it will become a standing committee as noted in the Bylaws Amendments.

Development, Alumni, Governmental & External Relations Committee – Committee Member Renée Romberger thanked Derrick Williams, Peggy Boykin and John Douglass for their reports today. She noted that Board of Trustees’ philanthropy is important.

### **President’s Report**

- “Thank you, Chair Hay. There are a few things I want to highlight. Then, I would like to go into our strategic plan.

- Historical Review Taskforce:

First, I want to update the trustees regarding the work of the Historical Review Taskforce.

You met the co-chairs at our January meeting. They submitted their final report to me in late March, which I will share their recommendation with the rest of campus soon.

They fulfilled their charge of considering historical interpretative signage and have made a recommendation for the creation of a Committee on Commemoration and Landscapes.

This committee will make recommendations for interpretative signage on campus that presents complete and accurate information about the College. The recommendations of this committee will also communicate our commitment to truth-telling and our 21<sup>st</sup>-century values of diversity, equity and inclusion.

I want to thank former chair Godfrey Gibbison for his work. And I want to especially thank the three co-chairs – Julia Eichelberger, Anthony Greene and Bernie Powers – for their leadership and their work on the final report.

The 17 members of this committee, which included four students, did a great job in thinking through options and reviewing the work of many other universities. Through their efforts and the future work of the proposed commemoration committee, the College will do a better job of transforming our campus into a more welcoming and inclusive university.

- Rising Interest:

Now, I would like to comment on the overall strength of our brand at the College.

As you heard earlier from Amy Takayama- Perez, there is much interest – and much growing interest – in the College. In fact, I am proud to say that there is record-breaking interest.

As of this past Sunday, we had more than 19,000 completed applications. That is a jump of 32 percent from last year’s numbers – which, if you remember, had been a record year for completed applications as well. That means we are 66 percent higher than we were in 2019. That is definitely a trend in the right direction.

Completed apps are a great, real-time indicator for knowing how well your brand is catching the eyes of prospective students and their families. So, I am very pleased see our numbers increasing.

While we are not quite to the finish line, I want to commend our faculty and staff. This represents the hard work of everyone on campus.

Recruitment work does not happen overnight, and I want to thank – and also applaud – everyone at the College for everything that they have done to position us where we are today.

In business terms, I would say our customer acquisition is going pretty well.

Now, how are we doing in retaining those customers?

- Retention Rates:

I am pleased to share that our retention rate for all continuing students from fall to spring was slightly higher than our five-year average.

That five-year average is 89.16, and this year – despite the pandemic – we were able to maintain and be slightly above our average – at 89.4.

Even better, for our fall freshman class, we had a retention rate of 94.7 percent from fall to spring, which is the highest it has been for that group of students in the last five years.

That, too, is a reflection of a lot of hard work of our faculty and staff in supporting students on their academic progress, especially during a pandemic.

In a February report from CHE, state comprehensive universities saw, on average, a 16-percent decline in their fall to spring numbers.



I believe our choice to offer as much as we can in person has helped us avoid this big drop-off.

- Austerity:

And that leads to my next point, the College of Charleston has done a pretty remarkable job throughout this pandemic.

You may not be aware, but higher education in our state had a really tough year.

Because of the proactive measures we took and our overall conservative approach to budgeting, we were fortunate not to have to implement lay-offs or furloughs like many other schools.

As you can see, many universities had to institute mandatory furlough programs and pay reductions. The only furloughs we instituted were voluntary and were from the senior team members and me!

I want to underscore how fortunate the College of Charleston is right now. We weathered one of the most disruptive moments in global history and did it without layoffs or mandatory furloughs.

Our future prospects are very bright, and interest in this school is growing rapidly. Yet, there is still much work to be done to right-size this institution.

Fortunately, these are steps that we can make with intention and strategy, so that our university becomes stronger and more competitive.

- Strategic Plan:

Now, that leads me to the strategic plan.

And what I want you to leave here with today is the sense of the possible – and how much incredible, still-untapped potential there is at this great university.

Let's watch this short video, "Tradition and Transformation", about our new strategic plan to learn a little bit more.

Well, I'm excited, and I hope you are, too.

In a few moments, you are going to hear from Alicia, Suzanne and John, about some overall goals and strategies.

But before they speak, I want to briefly go over the three crosscutting themes that connect those pillars and inform our overall strategic plan.

First, we have the theme regarding innovation.

At the College, we want to foster a culture of innovation to create sustainable solutions.

What does that mean exactly? Well, we want to assess, adjust and establish policies, programs and incentives to encourage and enable innovation and continuous improvement in how faculty, staff and students teach, learn and lead.

Innovation is our challenge to all on campus to approach their individual work and their individual studies with a mind for improvement and efficiency.

The second theme is one that this campus has struggled with for some time. Our ability to advance our commitment to diversity, equity and inclusion is key to our overall success.

So much work – and I must say, so much good work – has been done in thinking of diversity and inclusion education, programs, accountabilities and metrics on campus.

At this stage in our university's history and evolution, it is time to go beyond the talk and let's walk the walk.

From what I have seen, this campus has the will and the ability to drive noticeable improvement in creating a campus culture where everyone feels they belong.

Our third theme is about collaboration – collaborations among offices, departments, schools and divisions on campus as well as those out into the community, both local, national and international.

Through this plan, we hope to cultivate impactful strategic partnerships across campus, with industry, with other educational institutions, with local, state and federal government and with community organizations in order to advance our mission, vision and strategic priorities.

These three themes get to the core of our shared values on campus. And, as long as we keep them in the forefront of our planning and overall efforts, we will go far in achieving our many goals.

At this time, I would like to turn things over to our pillar leaders, starting with Alicia.”

The three pillar leaders provided updates regarding their work to date.

- Pillar 1: Student Experience and Success – Alicia Caudill
- Pillar 2: Academic Distinction – Suzanne Austin
- Pillar 3: Employee Experience and Success – John Loonan

Following the presentations, Trustee Henrietta Golding remarked “All of us have heard from a number of provosts. You have kicked the ball out of the park.”

President Hsu's Closing Remarks:

“I especially want to thank our pillar leads for their guidance and direction as we implement the strategic plan.

I encourage our trustees to find ways in which you may lend your support to *Tradition and Transformation*.

The success of this plan is dependent on all of us working in concert together.

It requires our shared commitment, our shared talents and our shared effort.

This is an exciting moment for this university as we all work toward setting up the next 250 years of greatness for the College of Charleston.

Thank you!”

### **Board Chair’s Report**

Chair Hay recognized Suzette Stille, Dean of Admissions, who will retire on May 31. Today she joined the meeting via Zoom and, on behalf of the Board of Trustees, Chair Hay thanked her for her many years of dedicated service to the College. As a small token of appreciation, Elizabeth Kassebaum has presented her with a framed signed print.

Elizabeth Kassebaum briefed the Board on a few housekeeping items:

- Budget Workshop will be held on Wednesday, May 26, 2021, 9:00 a.m. – 1:00 p.m., at the Stern Center Ballroom.
- Board Meeting/Retreat will be June 14-15, 2021 at the Stono Field Station and Town and Country Inn.
- Commencement Ceremonies – All ceremonies will be socially distanced.
  - Thursday, May 6, 2020, 2:00 – 4:00 p.m.
  - Friday, May 7, 2:00 – 3:30 p.m.;
  - Friday, May 7, 6:00 – 7:30 p.m.
  - Saturday, May 8, 9:00 – 10:30 a.m.
  - Saturday, May 8, 1:00 – 2:30 p.m.

An RSVP link will be sent to the Board members next week to see which ceremonies they would like to attend.

### **Executive Session**

**The motion was made by Trustee Demetria Clemons, and seconded by Trustee Renée Romberger, to go into Executive Session at 11:02 a.m. for the following purposes: (1) Legal Counsel will consult and provide legal advice on litigation, including actual and potential legal claims; (2) Discussion of negotiations incident to proposed contractual arrangements and proposed purchase/lease of property; (3) Employee records – legal matters and executive contract negotiations – personnel matters; and (4) Discussion of trade secrets (Section 30-4-40) where public disclosure would expose commercially valuable plans, marketing services, and competitive information. All in favor.**

*[Only the Board Members, President Hsu, Senior Team, Elizabeth Kassebaum, John Curtis and Betty Craig remained for Executive Session. Others were put in the waiting room until Executive Session ends and regular session resumes.]*

*[At this point, only the Board members and President Hsu remained in Executive Session. Others were put in the waiting room until Executive Session ends and regular session resumes.]*

**The motion was made by Trustee Renée Romberger, and seconded by Trustee Tav Swart, to come out of Executive Session at 11:58 a.m. All in favor.**

Regular session resumed.

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

**Motion to Adjourn**

**The motion was made by Trustee Henrietta Golding, and seconded by Trustee Tav Swarat, that the meeting be adjourned at 11:58 a.m. All in favor.**

Date: April 5, 2021

Memorandum For: Board of Trustees

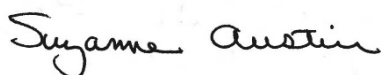
Subject: Changes to Faculty Awards

Academic Affairs currently offers six Faculty awards of Distinction to recognize exceptional faculty members in areas of teaching, research, service and advising. Currently the office of the Provost hosts the annual Celebration of Faculty, where it presents the following awards, in the amount of \$1,500: William V. Moore Distinguished Teacher Scholar Award, Distinguished Teaching Award, Distinguished Adjunct Faculty Teaching Award, Distinguished Research Award, Distinguished Service Award, and the Distinguished Advising Award.

We are modifying eligibility for three of the Distinguished Faculty Awards to spread recognition, by proposing a temporary delay between receipt of any of the following awards: William V. Moore Distinguished Teacher-Scholar Award, Distinguished Teaching Award, and Distinguished Research Award. Many of the accomplishments that warrant bestowing one of these awards are pertinent to the other two awards. The recipient must establish an additional record of accomplishment prior to receiving another of these awards. We are also clarifying that Faculty members are not eligible to receive the same award more than once.

We are also introducing a new division-wide award, the Distinguished Undergraduate Mentor award, in the amount of \$500, to recognize individuals for exceptional work in mentoring. And finally, we expect an LCWA proposal for three school-level awards, a School of Business proposal for one more award to be added to their existing program, and a proposal for modest changes in the SSM award program.

Sincerely yours,



Suzanne Austin, Ph.D.

Executive Vice President for Academic Affairs and Provost