

(Approved at August 9, 2019 Board of Trustees Meeting)
COLLEGE OF CHARLESTON
UNIVERSITY OF CHARLESTON, SC

Board of Trustees Meeting/Retreat
June 3-4, 2019

Cambria Hotel Charleston Riverview
84 Ripley Point Drive
Charleston, SC

MONDAY, JUNE 3, 2019

10:00 a.m. – PRESIDENT ANDREW HSU AND THE BOARD OF TRUSTEES

Board members present: Trustees David Hay (chair), Chuck Baker, Laurin Burch, John Busch, Demetria Clemons, Cherry Daniel, Hank Futch, Henrietta Golding, Shawn Holland, Randy Lowell, Toya Pound, Penny Rosner, Brian Stern, Steve Swanson, Tav Swarat, Craig Thornton, Ricci Welch and John Wood

Board members participating by conference call: Trustee Renee Romberger

Board members absent: Trustee Beth Burke

Welcome and Call to Order:

Chair Hay called the meeting to order at 10:00 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.

Chair Hay welcomed everyone attending the meeting/retreat and noted that all Trustees are present except Trustee Beth Burke. Trustee Renee Romberger will participate by conference call.

The motion was made by Trustee Ricci Welch, and seconded by Trustee Wood, to go into Executive Session at 10:02 a.m. for the following purposes: (1) Discussion of employment and contractual matters consistent with S.C. Freedom of Information Act [Section 30-04-70 (a) (1)]; and (2) Legal Counsel will provide updated legal advice on litigation, including actual and potential legal claims, consistent with S.C. Freedom of Information Act [Section 3-4-70 (a) (2)]. All in favor.

11:15 a.m. – “FUTURE OF HIGHER EDUCATION/COFC” – PRESIDENT ANDREW HSU

[Paul Patrick and Elizabeth Kassebaum joined Executive Session at 11:15 a.m.]

[Marian Cherniss joined Executive Session at 11:35 a.m. (for observation only)]

[Trustee Cherry Daniel left the meeting at 12:28 p.m. and returned at approximately 3:00 p.m.]

[Angela Mulholland joined Executive Session at 1:01 p.m.]

The motion was made by Trustee Ricci Welch, and seconded by Trustee John Wood, to leave Executive Session at 1:05 p.m. All in favor.

[Regular session resumed at 1:05 p.m.]

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

[Break for lunch]

1:30 p.m. – BOARD OF TRUSTEES MEETING/RETREAT

Board members present: Trustees David Hay (chair), Chuck Baker, Laurin Burch, John Busch, Demetria Clemons, Cherry Daniel, Hank Futch, Henrietta Golding, Shawn Holland, Randy Lowell, Toya Pound, Penny Rosner, Brian Stern, Steve Swanson, Tav Swarat, Craig Thornton, Ricci Welch and John Wood

Board members participating by conference call: Trustee Renee Romberger

Board members absent: Trustee Beth Burke

Others present: President Andrew Hsu, Michaela Abbott, Michael Adeyanju, Melantha Ardrey, Mark Berry, Alicia Caudill, Lillie Chamblee, Cande Cook, Betty Craig, John Curtis, Julie Eichelberger, Trisha Folds-Bennett, Jimmie Foster, Godfrey Gibbison, Shirley Hinson, Courtney Howard, Tim Johnson, Sam Jones, Liz Jurisich, Elizabeth Kassebaum,, Gibbs Knotts, Simon Lewis, Todd McNerney, John Morris, Angela Mulholland, Amy Orr, Paul Patrick, Jim Posey, Jonathan Ray, Matt Roberts, Mike Robertson, Alan Shao, Mark Staples, Chris Tobin, Sebastian Van Delden, William Veal, Fran Welch, John White and Michael Zinn

Welcome and Call to Order:

Chair Hay called the meeting/retreat back to order at 1:30 p.m. 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, including the Senior Leadership Team, Academic Deans, Board Committee Liaisons, other senior administrative, faculty, and student leadership.

Approval of Minutes:

The motion was made by Trustee Ricci Welch, and seconded by Trustee John Wood, to approve the minutes of the April 12, 2019 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 Henrietta Golding, and seconded by Trustee Steve Swanson, to approve the minutes of the May 23, 2019 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 Ricci Welch thanked those who participated in the Budget and Finance Committee Workshop on May 13 and/or the Budget and Finance Committee Meeting on May 23, which helped the Committee prepare for today's meeting.

Paul Patrick, Executive VP for Business Affairs, provided an overview of the 2019-2020 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 23, the Budget and Finance Committee approved the 2019-2020 Tuition and Fees and Budget (supported by a proposed .94% all-in increase (from \$12,418 to \$12,518 in tuition –

difference of \$100) for in-state students and a proposed 3.21% all-in increase (from \$31,600 to \$32,848 in tuition – a difference of \$1,369) for out-of-state students. There is no proposed change in the housing fees. Food service fees will increase an average of 2.9%. The only fee increase is Capital Improvements (\$56). This tuition increase will generate \$4,235,536 in revenue. The Budget and Finance Committee will present the proposed budget to the full Board for approval today.

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 2019-2020 as presented. The Chair called for the yeas (19) and nays (1), 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 2019-2020**

June 3, 2019

**As Approved and Recommended by the
Budget and Finance Committee
May 23, 2019**

WHEREAS, College management has presented the Board separate documents, entitled the College of Charleston 2019-2020 Proposed Budget and the College of Charleston 2019-2020 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 2019-2020 Fiscal Year;

WHEREAS, College management is of the opinion that the proposed budget and its tuition and fee recommendations for the 2019-2020 Fiscal Year are reasonable given the impact of current enrollments and legislatively initiated salary and 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 2019-2020 Fiscal Year, College management is hereby authorized and directed to set undergraduate and graduate tuition and fees for each semester in the following amounts:

1. \$6,259, for in-state undergraduate students;

2. \$6,885, for in-state graduate students;
3. \$16,424, for out-of-state undergraduate students; and
4. \$18,066, for out-of-state graduate students;

RESOLVED, that for the 2019-2020 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 2019-2020 Fiscal Year.

Presentations to Retiring Staff Members:

Chair Hay presented small tokens of appreciation to Sam Jones and Jim Posey for their many years of service to the Board of Trustees and the College of Charleston.

Chair Hay stated “I look forward to seeing most of you this evening for supper and/or tomorrow for our first strategic planning session. We will take a short break and return at 2:30 p.m. for another workshop by Governance Expert David McNair.”

[Break at 2:07 p.m.]

2:30 p.m. – DAVID MCNAIR’S GOVERNANCE WORKSHOP ON BEST PRACTICES FOR BOARD COMMITTEE STRUCTURE

Board members present: Trustees David Hay (chair), Chuck Baker, Laurin Burch, John Busch, Demetria Clemons, Cherry Daniel, Hank Futch, Henrietta Golding, Shawn Holland, Randy Lowell, Toya Pound, Penny Rosner, Brian Stern, Steve Swanson, Tav Swarat, Craig Thornton, Ricci Welch and John Wood

Board members participating by conference call: Trustee Renee Romberger

Board members absent: Trustee Beth Burke

Others present: President Andrew Hsu, Elizabeth Kassebaum and Paul Patrick

Special guests: David McNair, The McNair Company; and Mariah Cherniss, Blue Beyond Consulting (observation only).

During the April Board meeting, the Board of Trustees met with Governance Consultant David McNair whose presentation focused on “Best Practices for Board Governance.” After hearing Mr. McNair’s

presentation, the Board of Trustees decided to adopt more strategic and generative modes of governance rather than a mostly fiduciary mode of governance.

To that end, Chair Hay announced that Vice Chair Demetria Clemons will coordinate a process to review and adopt a new Board of Trustees committee structure.

Vice Chair Clemons introduced Mr. McNair whose presentation focused on the best practices for Board Governance and Committee Structure.

Chair Hay thanked Mr. McNair for the extraordinary presentation and called for a motion to recess the Meeting/Retreat until 9:00 a.m. tomorrow morning, Tuesday, June 4.

The motion was made by Trustee Demetria Clemons, and seconded by Trustee John Wood, to recess the Meeting/Retreat at 4:45 p.m. until tomorrow morning at 9:00 a.m. All in favor.

[Supper at Vincent Chicco's at 5:30 p.m.; Retreat/Meeting will reconvene tomorrow morning at 9:00 a.m. for the Strategic Planning Session with Mariah Cherniss. A full breakfast will be available at 8:30 a.m.]

TUESDAY, JUNE 4, 2019

9:00 a.m. – RETREAT/MEETING CONTINUED

Board members present: Trustees David Hay (chair), Chuck Baker, Laurin Burch, John Busch, Demetria Clemons, Cherry Daniel, Hank Futch, Henrietta Golding, Shawn Holland, Randy Lowell, Toya Pound, Penny Rosner, Brian Stern, Steve Swanson, Tav Swarat, Craig Thornton, Ricci Welch, and John Wood

Board members participating by conference call: Trustee Renee Romberger

Board members absent: Trustee Beth Burke

Others present: President Andrew Hsu, Michaela Abbott, Michael Adeyanju, Melantha Ardrey, Mark Berry, Alicia Caudill, Lillie Chamblee, Betty Craig, John Curtis, Tricia Folds-Bennett, Jimmie Foster, Godfrey Gibbison, Courtney Howard, Tim Johnson, Liz Jurisich, Elizabeth Kassebaum, Gibbs Knotts, Simon Lewis, Valerie Morris, Angela Mulholland, Paul Patrick, Jim Posey, Jonathan Ray, Matt Roberts, Alan Shao, Mark Staples, Chris Tobin, Sebastian Van Delden, Fran Welch, and John White

Special guest: Mariah Cherniss, Blue Beyond Consulting

Chair Hay welcomed everyone attending the meeting/retreat this morning and introduced Mariah Cherniss with Blue Beyond Consulting who, with the assistance of Paul Patrick, led the Board in its first Strategic Planning Session, “The College Today and Tomorrow: Strategic Planning.”

In closing, Chair Hay thanked Mariah and Paul, and all who helped facilitate this Strategic Planning session. He noted that we have exciting work ahead, and he looks forward to doing all he can to help the College of Charleston achieve greatness.

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