

(Approved at April 11-12, 2024 Board of Trustees Meetings)

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

Board of Trustees Meeting

January 18-19, 2024

Alumni Hall/Zoom Video Conference

Presiding:

Renée B. Romberger, Chair, Board of Trustees

Trustee Shawn Holland, Chair, Student Affairs & Athletics Committee

Trustee Penny Rosner, Chair, Academic Affairs Committee

Trustee Steve Swanson, Chair, Budget, Finance, & Facilities Committee

Trustee Henrietta Golding, Chair, Audit and Governance Committee

Trustee Toya Pound, Chair, Access, Equity & Inclusion Committee

Trustee Beth Burke, Chair, Development, Alumni, Governmental  
& External Relations Committee

**THURSDAY, JANUARY 18, 2024**

**8:30 a.m.**

**Board Member(s) Present** – Trustees Laurin Burch, Demetria Clemons, Hank Futch, Andy Gianoukos, Henrietta Golding, David Hay, Shawn Holland, Toya Pound, Renée Romberger (Chair), Penny Rosner, Brian Stern, Steve Swanson (Vice Chair), Tav Swarat, Ricci Welch (Secretary), Neysa Williams and John Wood

**Board Member(s) via Zoom** – Trustees Beth Burke (until 1:00 p.m. or so), John Busch and Craig Thornton

**President's Cabinet Member(s) Present** – President Andrew Hsu, Suzanne Austin, Chuck Baker, Mark Berry, Alicia Caudill, Knudt Flor, Jimmie Foster, Dan Frezza, Courtney Howard, John Loonan, Michelle McGrew, Ron Menchaca, John Morris, Paul Patrick, Matt Roberts and Mark Staples

**Other Attendees Present** – Aimee Arias (Dean, School of LCWA), J.R. Barnhart, Roselle Bonnoitt (Representative from Cherry Bekaert, External CPA Firm), Joh-nette Brown, Bucky Buchanan (Director of Campus Recreation Services and Student Leaders), Betty Craig, Wes Dudgeon, Michelle Futrell, Rochelle Johnson (Director of Multicultural Student Programs and Services), Elizabeth Kassebaum, Gibbs Knotts (Dean, School of Humanities and Social Sciences), Wendy Koreyva (Internal Auditor), Jesse Kunze (IT), Lance Laidlaw (IT), Kameelah Martin, Beth Meyers-Bernstein (Dean, Honors College), Ashleigh Parr, Seth Pritchard (Interim Dean, School of Sciences, Mathematics and Engineering; William Veal (Faculty Senate Speaker), Fran Welch (Dean, School of Education) and Dawn Willan (BFF Committee)

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

## **BOARD OF TRUSTEES MEETING**

### **Welcome**

Chair Romberger called the meeting to order at 8:35 a.m. noting that the meeting notice has been posted and the press notified as required by the Freedom of Information Act.

“It is a true honor for me to open the Board of Trustees meetings today. Thank you for putting your trust in me as your new Board Chair. It is a responsibility that I take on with sincere appreciation and genuine excitement. And it is one that will require teamwork from each of us in this room.

Everyone of us – the Board members, the President, the Board Liaisons, the Board and Technical Staff, everyone who delivers a presentation in these meetings, as well as everyone who assists with the set-up and execution of the Board meeting – is a member of our team.

I sincerely thank you for all everyone has done to support the January Board of Trustees meetings and events and for all meetings and events going forward. It is with a heartfelt commitment to my responsibilities as Board Chair that I share how proud I am to be a member of your team.

Unfortunately, Trustee Craig Thornton cannot be with us today as his father recently passed away. May we take a moment of silence in memory of Craig’s father and his family.”

Moment of Silence ...

## **BOARD OF TRUSTEES MEETING RECESSED**

Chair Romberger recessed the full Board meeting and handed the floor over to Committee Chair Shawn Holland for the Student Affairs and Athletics Committee meeting.

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

Trustee Shawn Holland, Chair; Trustee Craig Thornton, Vice Chair

**Committee Member(s) Present** – Trustees Shawn Holland (chair), Demetria Clemons, Hank Futch, Andy Gianoukos, Toya Pound, Ricci Welch, Neysa Williams, Renée Romberger (ex officio), Andrew Hsu (ex officio, non-voting)

**Committee Member(s) via Zoom** – Trustee Craig Thornton (vice chair)

### **Call to Order**

Committee Chair Shawn Holland called the meeting to order at 8:39 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 Andy Gianoukos, and seconded by Trustee Hank Futch, that the minutes of the October 19, 2023 Student Affairs and Athletics Committee Meeting be approved. The Chair called for the yeas and nays, and the Minutes were approved.**

### **Student Spotlights** – Alicia Caudill

- Highlights from Three Minute Thesis Graduate Student Presentations – Keonya Booker, Associate Dean, Graduate School
  - Jesi Gibbs, Marine Biology (1<sup>st</sup> Place) – not present at today’s meeting
  - Annie Grimes, MFA, Creative Writing, Fiction

- Maggie Knight, Marine Biology (2<sup>nd</sup> Place and People’s Choice Award)
- Women’s Softball Player – Matt Roberts recognized McKenna Kelly, Senior Pitcher from Ontario, Canada; and
- Men’s Baseball Player – Kyhree Miller, Senior Outfielder from Columbia, SC

**Athletics Updates** – *Matt Roberts*

- Academic Excellence
  - Fall 2023 Semester Grade Report
  - 2022-2023 APR Report
- Competitive Success
  - Men’s and Women’s Basketball Updates
  - Robin Harmony Four-Year Contract Extension
  - Turner Tennis Center Renovation Update
- Community Engagement
  - 2023 Charleston Athletics Annual Day of Service was held on Tuesday, December 5
  - Upcoming Fundraisers

**Student Affairs Updates** - *Alicia Caudill*

- Sports Club Highlights – *Bucky Buchanan, Director of Campus Recreation Services and Student Leaders*
- Student Emergency Fund Update – *Alicia Caudill*
- Resident Assistant Pay and Experience Update – *Alicia Caudill*

**Executive Session**

**The motion was made by Trustee Ricci Welch, and seconded by Trustee Andy Gianoukos, to go into Executive Session at 9:34 a.m. for the “Discussion of negotiations incident to proposed contractual arrangements and proposed purchase/lease of property” and “Discussion of trade secrets where public disclosure would expose commercially valuable plans, marketing services and competitive information”. All in favor.**

*(Only the Board of Trustees, President Hsu, President’s Cabinet, Board and IT Staff remained for Executive Session.)*

**The motion was made by Trustee Ricci Welch, and seconded by Trustee Neysa Williams, to come out of Executive Session at 10:20 a.m. All in favor.**

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

**Motion to Adjourn**

**The motion was made by Trustee Hank Futch, and seconded by Trustee Andy Gianoukos, that the Student Affairs and Athletics Committee meeting be adjourned at 10:27 a.m. All in favor.**

**ACADEMIC AFFAIRS COMMITTEE MEETING**

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

**Committee Member(s) Present** – Trustees *Penny Rosner (chair), Beth Burke, Demetria Clemons, Andy Gianoukos, Toya Pound, Renée Romberger, Tav Swarat, Ricci Welch (vice chair), David Hay (ex officio), Andrew Hsu (ex officio, non-voting)*

**Committee Member(s) via Zoom** – Trustees *John Busch and Craig Thornton*

### **Call to Order**

Committee Chair Ricci Welch called the meeting to order at 10:28 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 Tav Swarat, and seconded by Trustee Beth Burke, that the minutes of the October 19, 2023 Academic Affairs Committee Meeting be approved. The Chair called for the yeas and nays, and the Minutes were approved.**

### **Provost's Report** – *Suzanne Austin*

- School of the Arts Dean Search Update
- Introduction of Seth Pritchard, School of Sciences, Mathematics & Engineering Interim Dean
- New Certificates
  - Advanced Manufacturing – Undergraduate Certificate (School of Sciences, Mathematics & Engineering) – *Seth Pritchard, Interim Dean*
  - Global Leadership (School of Languages, Cultures & World Affairs) – *Aimee Arias, Dean*
- Program Terminations
  - Independent History M.A. Program (Joint program with The Citadel) – *Gibbs Knotts, Dean, School of Humanities & Social Sciences*
  - M.Ed., Science and Math for Educators, M.Ed. – *Fran Welch, Dean, School of Education*
- Honors Arch Scholars Program – *Suzanne Austin*
- Coursera Enrollments – *Suzanne Austin*
- Dean's Presentation
  - Aimee Arias, School of Languages, Cultures & World Affairs

### **Motion to Approve Two New Certificates**

**The motion was made by Trustee Tav Swarat, and seconded by Trustee Ricci Welch, to approve Two New Certificates: (1) Advanced Manufacturing and (2) Global Leadership. The Chair called for the yeas and nays, and the motion passed.**

### **Motion to Approve Two Program Terminations**

**The motion was made by Trustee Ricci Welch, and seconded by Trustee Penny Rosner, to approve the terminations of the Master of Art in History Program with The Citadel and the Master of Education in Science and Mathematics Education Program. The Chair called for the yeas and nays, and the motion passed.**

### **Motion to Adjourn**

**The motion was made by Trustee Ricci Welch, and seconded by Trustee Andy Gianoukos, that the Academic Affairs Committee meeting be adjourned at 11:40 a.m. All in favor.**

*[11:41 a.m. – Board Meeting reconvened and BOT moved to Tate 202 for lunch and Dr. Alicia Caudill's Presentation during Executive Session regarding "Alcohol and Drug Abuse Data and Programs on Campus and Campuses Nationwide."]*

*[Word of Prayer by Trustee Ricci Welch]*

**BOARD MEETING RECONVENED** – *Tate 202*

### **Executive Session**

**The motion was made by Trustee Tav Swarat, and seconded by Trustee Ricci Welch, to go into Executive Session at 12:11 p.m. for the purpose of “Legal Counsel will consult and provide legal advice on Litigation, including actual and potential legal claims.” All in favor.**

*(Only the Board of Trustees, President Hsu, President’s Cabinet, and Board and IT Staff remained for Executive Session. All others were put in the waiting room.)*

**The motion was made by Trustee David Hay, and seconded by Trustee Henrietta Golding, to come out of Executive Session at 1:28 p.m. All in favor.**

Chair Romberger noted that no action was taken in Executive Session.

*[Public Session resumed.]*

### **BOARD OF TRUSTEES MEETING RECESSED FOR TOUR OF ADDLESTONE LIBRARY AND SPECIAL COLLECTIONS AND CONTINUED COMMITTEE MEETINGS**

*1:28 p.m. – Tour of Addlestone Library and Special Collections*

*[Trustee Demetria Clemons left the meeting.]*

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

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

**Committee Member(s) Present** – *Trustees Henrietta Golding (chair), Laurin Burch, Beth Burke, David Hay, Brian Stern, Steve Swanson, Tav Swarat (vice chair), Neysa Williams, John Wood, Renée Romberger (ex-officio)*

### **Call to Order**

Committee Chair Golding called the meeting to order at 2:34 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 John Wood, that the minutes of the October 19, 2023 Audit and Governance Committee Meeting be approved. The Chair called for the yeas and nays, and the Minutes were approved.**

### **Single Audit (Awards and Grants/NCAA Compliance Procedures)**

Committee Chair Golding introduced Roselle Bonnoitt, representative from the Cherry Bekaert, External CPA Firm, who gave a briefing on the Single Audit and NCAA Compliance Procedures.

### **Single Audit (Awards and Grants)**

They audited the College of Charleston’s compliance with the type of compliance requirements described in the OMB Compliance Supplement that could have a direct and material effect on each of the College of Charleston’s major federal programs for the year ended June 30, 2023. Major program tested was the Student Financial Aid and Higher Education Emergency Relief Funds. No findings were reported.

### NCAA Compliance Procedures

Purpose of the audit was to evaluate the College of Charleston's Compliance with NCAA Bylaw 20.2.4.17.1. No exemptions or findings were reported.

### Internal Auditor

Committee Chair Golding introduced Wendy Koreyva, the College's new Internal Auditor.

Wendy spoke briefly, saying "I received a B.S. degree in Accountancy from the College of New Jersey in Ewing, New Jersey. I love higher education and started my career as Assistant Controller at Monmouth University in West Long Branch, New Jersey and later as Comptroller of the Jewish Community Centers of the Delaware Valley in Ewing, New Jersey. Also, I have experience as an income tax preparer and a small business owner.

I first visited Charleston in 2018 when my son was a freshman at the College of Charleston and fell in love with the City and the College and relocated here in 2020. He graduated in 2022 with a B.S. in Accountancy. I am excited to join the College of Charleston community and look forward to serving the Administration and the Board of Trustees in my new role as Internal Auditor."

Committee Chair Golding noted that the Internal Auditor reports directly to the President and the Board of Trustees. Any concerns should be directed to Wendy, and she will contact the President.

### Board of Trustees Annual Attendance Records

Committee Chair Golding informed the Board members that a copy of their Annual Board Meeting Attendance Record is at their places. She noted that the Board members' attendance at Board meetings is good.

### Motion to Adjourn

**The motion was made by Trustee Tav Swarat, and seconded by Trustee Laurin Burch, that the Audit and Governance Committee meeting be adjourned at 2:47 p.m. All in favor.**

### BUDGET, FINANCE AND FACILITIES COMMITTEE MEETING

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

**Committee Member(s) Present** – *Trustees Laurin Burch (chair), Steve Swanson (vice chair), Henrietta Golding, David Hay, Shawn Holland, Brian Stern, Neysa Williams, John Wood, Renée Romberger (ex officio), Andrew Hsu (ex officio, non-voting)*

**Committee Member(s) Absent** – *Trustee Demetria Clemons*

### Call to Order

Committee Chair Burch called the meeting to order at 2:47 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 Henrietta Golding, and seconded by Trustee David Hay, that the minutes of the October 19, 2023 Budget, Finance and Facilities Committee Meeting be approved. The Chair called for the yeas and nays, and the Minutes were approved.**

*[Trustees John Busch and Craig Thornton were not on zoom at 2:49 p.m. – still not on zoom at 3:51 p.m.]*

**Budget and Finance Updates** – *John Loonan*

- Budget & Finance Mid-Year Review
  - Board of Trustees December 31, 2023 Quarter End Report
  - Mid-Year Revenue Analysis
- Fiscal Year 2025 Budget Timeline
- Fiscal Year 2025 Fee Proposals
  - Campus Services (Housing Fee Changes)
  - Graduate Tuition

**Enrollment Management** – *Jimmie Foster*

- Spring 2024 New Undergraduate Enrollments
- Fall 2024 Enrollment Update
- Future Application Funnels

**Motion to Approve Graduate Program Tuition**

**The motion was made by Trustee Henrietta Golding, and seconded by Trustee Shawn Holland, to approve the Resolution on “Graduate Program Tuition”. The Chair called for the yeas and nays, and the motion passed.**

**COLLEGE OF CHARLESTON  
RESOLUTION OF THE BOARD OF TRUSTEES  
GRADUATE PROGRAM TUITION**

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January 18, 2024

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**WHEREAS**, graduate enrollment is not growing, and the majority of programs are not self-supporting.

**WHEREAS**, resident graduate tuition per credit is the second lowest in the state, and non-resident graduate tuition per credit is the second highest in the state, among public institutions of higher education. The high non-resident rate prevents the College from being a viable competitor for out-of-state enrollments.

**WHEREAS**, the College distributes abatements and scholarships, often at the department level, to reduce the cost of non-resident tuition, and does not outwardly publicize this practice.

**WHEREAS**, the current Masters in Business Administration fee has not increased since the program’s inception, and is the lowest of all the nationally ranked one-year MBA programs; the MBA program’s expenses have increased, resulting in reduced profitability; the type and marketability of the MBA program allows for its own specific tuition rate.

**WHEREAS**, College management is recommending that the Board increase the resident graduate per credit tuition rate, decrease the non-resident graduate per credit rate, and eliminate the use of abatements; the revised rate structure combined with increased marketing for graduate programs should increase enrollments, resulting in a self-supporting financial model for the graduate programs as a whole over the next few years.

**NOW THEREFORE**, be it

**RESOLVED**, that the Board hereby approves the new tuition pricing structure for graduate programs as indicated in the table below;

**RESOLVED**, that no such increase shall become effective prior to August 1, 2024 and that the effective date of each such increase is timely communicated to the College community well in advance of the respective effective dates.

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	<b># Of Terms</b>	<b>Resident</b>	<b>Non-Resident</b>
<b>Tier 1 Online</b>	N/A	\$660	\$660
<b>Tier 2 In-Person/Hybrid</b>	N/A	\$660	\$873
<b>MBA</b>	3	\$32,000	\$32,000

**Motion to Approve Student Housing Fees for FY 2024-2025**

The motion was made by Trustee Shawn Holland, and seconded by Trustee Henrietta Golding, to approve the Resolution on “Student Housing Fees for Fiscal Year 2024-2025”. The Chair called for the yeas and nays, and the motion passed.

**COLLEGE OF CHARLESTON RESOLUTION  
OF THE BOARD OF TRUSTEES  
ON STUDENT HOUSING FEES FOR FISCAL YEAR 2024-2025**

As Approved and Recommended by the Budget, Finance and Facilities Committee, January 18<sup>th</sup>, 2024

**WHEREAS**, College management has presented the Board separate documents, entitled the College of Charleston 2024-2025 Proposed Housing Fees (collectively referred to in this Resolution as the “Proposed Fees”) that are included herein by this reference;

**WHEREAS**, the Proposed Fees contains recommendations regarding adjustments to student housing fees for the 2024-2025 Fiscal Year;

**WHEREAS**, College management is of the opinion that the proposed fee recommendations for the 2024-2025 Fiscal Year are reasonable given the impact of current enrollments, 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 student housing, while taking into account the effect on its students and families, and the fees 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 the Board hereby approves the rates for residential housing 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 fees for the 2024-2025 Fiscal Year.

**Executive Session**

**The motion was made by Trustee David Hay, and seconded by Trustee Henrietta Golding, to go into Executive Session at 4:14 p.m. for the “Discussion of negotiations incident to proposed contractual arrangements and proposed purchase/lease of property” and “Discussion of trade secrets where public disclosure would expose commercially valuable plans, marketing services and competitive information”. All in favor.**

*(Only the Board of Trustees, President Hsu, President’s Cabinet, and Board and IT Staff remained for Executive Session. All others were put in the waiting room.)*

*[Trustees John Busch, Demetria Clemons, Craig Thornton and Neysa Williams were not on zoom at 4:18 p.m.]*

*[Trustee Craig Thornton joined zoom at 4:19 p.m.]*

**The motion was made by Trustee Henrietta Golding, and seconded by Trustee Brian Stern, to come out of Executive Session at 4:58 p.m. All in favor.**

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

*[Public Session resumed.]*

**Motion to Approve Wentworth Garage Land Purchase**

**The motion was made by Trustee Henrietta Golding, and seconded by Trustee Brian Stern, to approve the Resolution on “Wentworth Garage Land Purchase”. The Chair called for the yeas and nays, and the motion passed.**

**COLLEGE OF CHARLESTON RESOLUTION  
OF THE BOARD OF TRUSTEES  
ON  
WENTWORTH GARAGE LAND PURCHASE**

As Approved and Recommended by the Budget, Finance and Facilities Committee, on January 18<sup>th</sup>, 2024.

WHEREAS, College management has presented the Board a separate document, entitled the Parking Garage Land Exchange (collectively referred to in this Resolution as the “land exchange”) that are included herein by this reference;

WHEREAS, the land exchange document contains recommendations regarding both the City’s parcel and value and the College’s parcel and value resulting in the College paying \$2.5 million for the difference in land appraisals.

WHEREAS, College management is of the opinion that the land exchange recommendations are reasonable to meet the operational and deferred capital needs of parking and student housing and incorporated in the master planning framework;

WHEREAS, the Board of Trustees instructs the Administration to continue efforts to review strategic master planning opportunities for improved space efficiencies and meet strategic planning objectives;

NOW THEREFORE, BE IT ---

RESOLVED, that the Board hereby approves the land as detailed.

### College of Charleston & City of Charles Parking Garage Land Exchange Executive Summary

The College seeks to acquire the real property at 81 Wentworth Street, a 1.13-acre, block-long parcel owned by the City of Charleston at the corner of St. Philip and Wentworth Streets. In 1981, the College entered into a 99-year ground lease with the City as part of a joint parking development and proceeded to build a 515-space parking garage using a combination of state funds and proceeds from College of Charleston revenue bonds. The garage was determined to be structurally deficient in May 2022 and will be demolished after the land acquisition. The land is adjacent to our main campus and provides a rare opportunity for strategic mixed-use redevelopment.

The College owns nearby real property consisting of 0.69 acres at 34 St. Philip Street which is subject to a 99-year ground lease with the City and which contains a functioning 601-space parking garage. As part of the transaction to acquire 81 Wentworth, the College wishes to transfer the title of the 34 St. Philip parcel to the City.

Previous appraisals place the value of the unimproved land at 81 Wentworth at approximately \$12.5 million and that of 34 St. Philip at \$7 million, a difference of \$5.5 million. (New appraisals have been ordered and, while the appraised values of the properties may have changed, we expect the difference to remain the same.) The City proposes to grant a \$3 million credit on account of the need to demolish the Wentworth parking garage, and the College proposes to pay \$2.5 million to the City as part of the land exchange.

The closure of the Wentworth parking garage created a deficit of 395 revenue-generating parking spaces for students, faculty, and staff and 120 revenue-generating public and permitted spaces for the City. Since the structure closed for renovation in May 2022, the College's parking auxiliary has lost over \$1 million in gross revenue. The development planned for the parcel is mixed use of parking and student housing to meet enrollment demands and align with the campus master planning framework.

### **Motion to Adjourn**

**The motion was made by Trustee Shawn Holland, and seconded by Trustee David Hay, that the Budget, Finance and Facilities Committee meeting be adjourned at 4:59 p.m. All in favor.**

### **BOARD OF TRUSTEES MEETING RECESSED**

Chair Romberger recessed the Board meeting at 5:00 p.m. until tomorrow morning, Friday, January 19, at 8:00 a.m. for continental breakfast and the Board meeting at 8:30 a.m.

## **FRIDAY, JANUARY 19, 2024**

### **BOARD OF TRUSTEES MEETING RECONVENED**

**Board Member(s) Present** – Trustees Renée Romberger (chair), Laurin Burch, Beth Burke, Hank Futch, Andy Gianoukos, David Hay, Shawn Holland, Toya Pound, Penny Rosner, Brian Stern, Steve Swanson (vice chair), Ricci Welch (secretary), Neysa Williams and John Wood

**Board Member(s) via Zoom** – Trustees John Busch, Demetria Clemons, Henrietta Golding, Tav Swarat and Craig Thornton

**President’s Cabinet Member(s) Present** – President Andrew Hsu, Suzanne Austin, Chuck Baker, Mark Berry, Alicia Caudill, Jimmie Foster, Dan Frezza, Courtney Howard, John Loonan, Michelle McGrew, Ron Menchaca, John Morris, Paul Patrick, Matt Roberts and Mark Staples

**President’s Cabinet Absent** – Knudt Flor

**Other Attendees Present** – J.R. Barnhart, Joh-nette Brown (IT), Elizabeth Colbert-Busch (Alumni Board), Lindsey Copeland (Staff Advisory Committee to the President), Betty Craig, Tyrek Foster (student), Elizabeth Kassebaum, Steve Kerrigan (Foundation Board), Jesse Kunze (IT), Lance Laidlaw (IT), Cathy Mahon (DAGER Committee Meeting), Chris O’Neal (Charleston Athletic Fund Board), Ann Pryor, Brianna Sabacinski and William Veal (Faculty Senate Speaker)

**Other Attendees via Zoom** – Amy Goble and Sylvia Harvey (Trustee Emeritus)

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

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

Chair Romberger reconvened the Board meeting at 8:31 a.m. and welcomed everyone attending the meeting and thanked President Hsu and Rongrong for hosting the Board of Trustees in the President’s Box during the basketball game last evening.

### **Introduction of Committee on Commemoration and Landscapes “A Moment in History”**

Chair Romberger asked Mark Berry to tell us about a new agenda item for today and for all Board meetings going forward, “A Moment in History.”

#### **Mark Berry’s remarks:**

“I have the honor of introducing this morning’s ‘A Moment in History’. This segment was born out of an idea from Chair Romberger and Trustee Burke’s meeting with the co-chairs of the Committee on Commemoration and Landscapes.

Let me introduce both the co-chairs of the Committee on Commemoration and Landscapes: Julia Eichelberger, the Marybelle Higgins Howe Professor of Southern Literature; and Valerie Frazier, director of the 1967 Legacy Scholars Program and associate professor of English. Valerie is also a double alumna, having earned her English degree and her master’s in public administration from the College.

Today’s history lesson will be led by Harlan Greene, a member of the Committee on Commemoration and Landscapes. Harlan is the scholar in residence in the College Libraries. He will be speaking about 9 College Way.”

### Harlan Greene's Presentation:

Harlan Greene spoke about the importance of the site now known as 9 College Way, specifically in regards to the intellectual history of the city, and the College, and the diversity of each. He noted that although many may know John Zeigler's name due to his nearly million dollars in gifts given to the College, his name and that of his life partner Edwin Peacock have even more significance. This is due to the fact that in a time of segregation and shame, they stood up for African American rights by serving on the Interracial Commission and allowing access to all in their store; they stood up for LGBTQ rights in a hostile time by being an out couple who never hid their true relationship. The College recently installed a new plaque in front of 9 College Way to provide an accurate history of John and Edwin's story and, with it, evidence of the College's commitment to diversity for all.

Chair Romberger noted that these stories will bring to life the true life of the College for future meetings.

### Approval of Minutes

**The motion was made by Trustee Ricci Welch, and seconded by Trustee John Wood, that the minutes of the October 19-20, 2023 Board of Trustees Meeting; October 26, 2023 Board of Trustees Special Meeting; October 31, 2023 DAGER Committee/Board of Trustees Special Meeting; November 15, 2023 Board of Trustees Special Meeting be approved. The Chair called for the yeas and nays, and the minutes were approved.**

### Foundation Board Chair, Alumni Association Board President, and Charleston Athletic Fund President Reports

Steve Kerrigan, Chair of the Foundation Board; Elizabeth Colbert-Busch, President of the Alumni Association Board; and Chris O'Neal, President of the Charleston Athletic Fund, presented their respective Board Reports.

### Faculty Senate Report

William Veal, Speaker of the Faculty Senate, gave his report on behalf of the faculty.

### Staff Advisory Committee Report

Lindsey Copeland, Chair of the Staff Advisory Committee to the President, gave her report on behalf of the Staff.

Chair Romberger recognized Trustee Emeritus Sylvia Harvey who joined the meeting via zoom. Also, Trustees John Busch, Henrietta Golding, Tav Swarat, and Craig Thornton were on zoom.

### BOARD OF TRUSTEES MEETING RECESSED

Chair Romberger recessed the Board meeting at 9:01 a.m. and turned it over to Trustee Toya Pound for the DAGER Committee meeting.

### ACCESS, EQUITY AND INCLUSION COMMITTEE MEETING

Trustee Toya Pound, Chair; Trustee Penny Rosner, Vice Chair

**Committee Member(s) Present** – Trustees Toya Pound (chair), Andy Gianoukos, Shawn Holland, Penny Rosner (vice chair) and Ricci Welch

**Committee Member(s) via Zoom** – Trustees John Busch, Demetria Clemons and Craig Thornton

### **Call to Order**

Committee Chair Toya Pound called the meeting to order at 9:00 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 Hank Futch, and seconded by Trustee Andy Gianoukos, that the minutes of the October 19, 2023 Access, Equity and Inclusion Committee be approved. The Chair called for the yeas and nays, and the Minutes were approved.**

### **Institutional Diversity Updates** – *Courtney Howard*

- Student Success Program Updates
  - Launchpad for Success
    - Student Spotlight – Tyrek Foster, Launchpad Mentor, shared his experience with the program. He’s a 2020 graduate of the College who joined the Diversity Office in December 2022.
  - Crossing the Cistern
  - 1967 Legacy Program
- Diversity Education and Training
  - New staff member - Dr. Diane Alvarez, Director of Diversity Education and Training
  - DiversityEDU Progress
- Youth Programs/New Opportunity
  - Opportunity for strategic engagement via youth programs to help build targeted pipelines of prospective students (Admissions/Institutional Diversity)

### **Enrollment Planning – URM Focus** – *Jimmie Foster*

- Freshman Applications and Admission, Fall 2024
- Look at South Carolina & National Applications
- 2024 Recruitment and Yield Events
- Access and Pre-College Events

### **Motion to Adjourn**

**The motion was made by Trustee Hank Futch, and seconded by Trustee Shawn Holland, that the Access, Equity and Inclusion Committee meeting be adjourned at 9:29 a.m. All in favor.**

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

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

**Committee Member(s) Present** – *Trustees Beth Burke (chair), Laurin Burch, Hank Futch, David Hay, Penny Rosner, Brian Stern, Steve Swanson, John Wood (vice chair), Renée Romberger (ex officio), Andrew Hsu (ex officio, non-voting)*

**Committee Member(s) via Zoom** – *Trustees John Busch, Henrietta Golding and Tav Swarat*

### **Call to Order**

Committee Chair Beth Burke called the meeting to order at 9:30 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 Penny Rosner, and seconded by Trustee John Wood, that the minutes of the October 19, 2023 Development, Alumni, Governmental and External Relations**

**Committee Meeting and the October 31, 2023 Development Alumni, Governmental and External Relations Committee Special Meeting be approved. The Chair called for the yeas and nays, and the minutes were approved.**

**Governmental Affairs Updates** – *Paul Patrick*

- Legislative Update
  - House Budget Request
  - Proviso Requests
  - Anticipated Legislative Issues
  - Transfer and Articulation
  - Federal Activity
  - Events/Engagements

*[At 10:20 a.m., Trustee Henrietta Golding left zoom. Trustees John Busch, Tav Swarat and Craig Thornton still on zoom.]*

**Marketing and Communications Updates** – *Ron Menchaca*

- University Marketing
- College of Charleston Magazine
- Media Relations Highlights
- CofC Podcasts
- University News Highlights

**Institutional Advancement Updates** – *Dan Frezza*

- Culture of Engagement and Philanthropy
  - Fiscal Year 2024 Goals (total dollars, donors and trends)
- CofC Day – March 13, 2024, 4:30 p.m. – March 14, 2024, 10:00 p.m.

**Executive Session**

**The motion was made by Trustee Brian Stern, and seconded by Trustee Neysa Williams, to go into Executive Session at 10:53 a.m. for the purpose of “Discussion of negotiations incident to proposed contractual arrangements and proposed purchase/lease of property” and “Discussion of trade secrets where public disclosure would expose commercially valuable plans, marketing services, and competitive information”. All in favor.**

*[Only the Board of Trustees, President Hsu, President’s Cabinet, Board and IT Staff remained for Executive Session. All others were put in the waiting room.]*

*[Trustee Henrietta Golding back on zoom at 11:00 a.m.]*

*[Trustees John Busch and Tav Swarat remained on zoom at 11:07 a.m.]*

*[Trustee Demetria Clemons not back on zoom yet.]*

*[Fourteen Board members present in the room.]*

**The motion was made by Trustee John Wood, and seconded by Trustee Laurin Burch, to leave Executive Session at 11:30 a.m. All in favor.**

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

*[Public Session resumed.]*

### **Motion to Approve Two Naming Opportunities**

The motion was made by Trustee Henrietta Golding, and seconded by Trustee Tav Swarat, to approve two naming opportunities for benches in memory of Amy Takayama-Perez and RoseMary Kerr Bouvette. The Chair called for the yeas and nays, and the motion passed.

### **Motion to Adjourn**

The motion was made by Trustee John Wood, and seconded by Trustee Steve Swanson, that the Development, Alumni, and Governmental Affairs and External Relations Committee be adjourned at 11:31 a.m. All in favor.

## **BOARD MEETING RECONVENES**

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

#### **Student Affairs and Athletics Committee – Committee Chair Shawn Holland**

“Dr. Keonya Booker, Associate Dean of the Graduate School, introduced three students for their Three Minute Thesis Graduate Student Presentations.

Athletics Director Matt Roberts recognized McKenna Kelly, a Senior Women’s Softball Player from Ontario, Canada; and Kyhree Miller, Senior Men’s Baseball Player from Columbia, SC.

Matt Roberts’ athletics report included updates on Academic Excellence, Competitive Success and Community Engagement; Coach Harmony’s contract extension; Men’s and Women’s Basketball Non-Conference Review; Turner Tennis Center Renovation; and Fall Academic Report.

Alicia Caudill’s Student Affairs Updates included Sports Club Highlights by Bucky Buchanan, Director of Campus Recreation Services and Student Representatives.

Also, Alicia provided updates on the Student Emergency Fund and the Resident Assistant Pay and Experience.”

#### **Academic Affairs Committee – Committee Chair Penny Rosner**

“Provost Austin’s Report included an update regarding the School of the Arts Dean Search; New Certificate Proposals for Advanced Manufacturing and Global Leadership; Program termination recommendations for the History M.A. with The Citadel and Sciences and Mathematics Education, M.Ed.; Arch Scholars Program; and Coursera Enrollments.

We heard a presentation by Aimee Arias, Dean of the School of Languages, Cultures & World Affairs.

The Committee approved motions for New Certificate Proposals for Advanced Manufacturing and Global Leadership; Program termination recommendations for the History M.A. with The Citadel, and Sciences and Mathematics Education, M.Ed.; which will be presented to the full Board for consideration/approval later in today’s meeting.”

#### **Budget, Finance and Facilities Committee – Committee Chair Laurin Burch**

“We heard reports from John Loonan regarding the Budget & Finance Mid-Year Review, Fiscal Year 2025 Budget Timeline, and Fiscal Year 2025 Fee Proposals; and Jimmie Foster’s Enrollment Report.

The Committee approved proposals for the Graduate School Tuition Pricing, the FY25 Campus Housing Rates, and the Purchase of Land Under the Wentworth Garage. These three motions will be presented to the full Board for consideration/approval later in today's meeting."

Committee Chair Burch recognized John Morris who will be retiring in June. "Thank you for all you have done for the College. We will miss you but best wishes upon your retirement."

**Audit and Governance Committee – Committee Chair Henrietta Golding**

"Roselle Bonnoitt from the Cherry Bekaert, External CPA Firm, presented updates regarding the Single Audit (Awards and Grants) and NCAA Compliance Procedures.

I introduced Wendy Koreyva, the new Internal Auditor, and thanked the Board for their attendance at Board meetings."

Chair Romberger recognized J. R. Barnhart. He has been our Internal Auditor, but is now the Director of Finance for the College of Charleston Foundation. She expressed her appreciation for his hard work and presented him with a CofC leather folder.

**Access, Equity & Inclusion Committee – Committee Chair Toya Pound**

"Dr. Courtney Howard, Chief Diversity Officer, presented the Office of Institutional Diversity Report, including Student Success Program Updates, Diversity Education Training, and Youth Programs.

Jimmie Foster provided enrollment updates regarding Freshman Applications and Admission and Events."

**Development, Alumni, Governmental and External Relations Committee – Committee Chair Beth Burke**

"Paul Patrick gave a Governmental Affairs Update.

Ron Menchaca provided a Marketing and Communications Update.

Dan Frezza provided an Institutional Advancement Progress Update, and we approved two naming opportunities that will be presented to the full Board for consideration/approval later in today's meeting."

**Committee Resolutions/Motions Proposed During Yesterday's Committee Meetings**

Board Committees met yesterday and there are two motions from the Academic Affairs Committee and three motions from the Budget, Finance and Facilities Committee to address.

*Academic Affairs Committee:*

**The Academic Affairs Committee moves that the two new certificates, (1) Advanced Manufacturing, and (2) Global Leadership, be approved. The Chair called for the yeas and nays, and the motion passed.**

**The Academic Affairs Committee moves that the terminations of the Master of Art in History Program with The Citadel and the Master of Education in Science and Mathematics Education Program, be approved. The Chair called for the yeas and nays, and the motion passed.**



*Budget, Finance and Facilities Committee:*

**The Budget, Finance and Facilities Committee moves that the Resolution on “Graduate Program Tuition” be approved. The Chair called for the yeas and nays, and the motion passed.**

**The Budget, Finance and Facilities Committee moves that the Resolution on “Student Housing Fees for Fiscal Year 2024-2025” be approved. The Chair called for the yeas and nays, and the motion passed.**

**The Budget, Finance and Facilities Committee moves that the Resolution on the “Wentworth Garage Land Purchase” be approved. The Chair called for the yeas and nays, and the motion passed.**

### **Committee Motion Proposed During Today’s Committee Meetings**

Both the Access, Equity and Inclusion Committee and the Development, Alumni, Governmental and External Relations (DAGER) Committee met today and there is one motion from the DAGER Committee to address.

*Development, Alumni, Governmental & External Relations (DAGER) Committee:*

**The Development, Alumni, Governmental & External Relations (DAGER) Committee moves that the two naming opportunities for benches in memory of Amy Takayama-Perez and RoseMary Kerr Bouvette be approved. The Chair called for the yeas and nays, and the motion passed.**

### **President Hsu’s Report**

“I will keep my report fairly brief, but I would like to use this opportunity to do a quick check-in on our progress as I finish the fifth year of my presidency. It doesn’t seem like five years have gone by – yet, at the same time, with the pandemic squeezed in there, it also somehow seems a lot longer, too.

As a board and administration, we have navigated a lot together, and I want to thank you, the trustees, for your support, your leadership and your ongoing dedication to your alma mater, this great institution. You are great stewards of your alma mater, and I am proud to be working with you.

At this time, we are at a critical stage of the implementation of our 10-year strategic plan. I am pleased that we have been making good progress, whether it is in the areas of student success, academic success or employee success.

Our intentionality on so many different fronts are bearing fruit. I see that progress in many places all around campus – in ways, big and small:

- from the finishing touches being completed on the newly renovated Simons Center,
- to the improved numbers on the Great Colleges to Work For Survey,
- to the string of sold-out home games at TD Arena,
- to our redesigned, more user-friendly website.

Everything seems to be moving in the right direction. I want to thank my senior leadership team for their excellent work, their dedication to finding solutions, and their passion for seeing this institution be the best version of itself and one of the best in the country. As you all know, they are a high-performing team, and they drive our success.

I want to highlight three items that really demonstrate our positive momentum right now.

First would be our admissions success. The jump in applications, while impressive on its own, is also necessary for us to survive and thrive in the current marketplace. As more prospective students apply to more and more places each year, the competition is getting that much fiercer. On the flip side, with a larger funnel of candidates and more applications, those numbers also allow us a greater opportunity to shape our class. With the increase in applications, we have been able to stabilize our enrollments. This is a combination of great recruitment and great efforts in our retention.

And with health, we are able to invest. Smartly, we are investing in our future. What that means for our campus – for our faculty and staff – is that we have been able to do three straight years of cost-of-living increases and strategic merit increases. From the data I have reviewed over the last 30 years, our ability to do that over three consecutive years has not happened before. And my hope, with another strong recruiting season expected, we should be able to do the same again for our faculty and staff. These types of increases will not only help us attract new talent to our institution, but it will help us retain the great talent we already have. We want this university to be the best professional option for our faculty and staff.

There is one thing that I do not want to do – that is, I do not want us to take our foot off the gas. This is not the time to be complacent. If you read the papers today, there are many warnings that higher education needs to adapt to new realities. Goldman Sacs economists are predicting that as many as 300 million full-time jobs around the world could be lost or diminished by the rise of generative AI in the next two years. To me, that means we need to rethink higher education in order to prepare our graduates for a very different present and future. The predicted changes are not like businesses going off-shore for cheaper labor. Those are 20<sup>th</sup> century issues. The 21<sup>st</sup> century poses a more existential problem. Changes brought on by AI will have a fundamental impact on white-collar jobs – jobs usually filled by college graduates. That could be as simple as workforce reduction or in more drastic cases, workforce elimination. So, we need to continue to find ways – strategic, intentional ways – to innovate. That is what I hope the next five years look like at the College of Charleston – a time of innovation.

It is my hope that we will continue to make progress on our retention efforts, and I look forward to reporting in the future about the great strides we are making there. We are gaining ground in our efforts for more visibility, especially as it pertains to academic distinction, and we will have some exciting news to share with you in the near future. We continue to develop great relationships among our friends, and I know we will have some exciting updates in philanthropy to share in the next month or so.

So, a lot is happening. I remain optimistic that the different innovations we are exploring across campus and the steps we are taking to implement the strategic plan will reap dividends in both the short term and long term.

In closing, I want to again thank the Board, my leadership team and everyone here for their commitment to the College of Charleston and making it such a special place of learning. While there may be a lot of unknowns right now – with technology – with the demographic cliff – what is know is that the College of Charleston is a survivor and, together, we can chart a successful course for the next 250 years.”

### **Board Chair Romberger’s Report**

“As our previous Chair always said, manners matter and I’d like to add ‘being present matters’ because we are the Board of Trustees and we make an impression when we choose to be present for board meetings, for college functions, for Cougar events. Just being on campus and being visible makes a world of difference to our stakeholders.

To that end, I would like to thank all Board members for all you do for the Board of Trustees and the College of Charleston and let you know that your participation is much appreciated. I would especially like to thank Board members who have been able to attend campus events since our last meeting. Many of you have attended a variety of campus events, including the Vice President's visit to campus, 1967 Legacy Scholar Events, the Athletics Department Tip-Off Dinner and the Charleston Opera Theater Performance, and our new Charleston Mayor's Inauguration Gala.

I would like to thank Neysa for representing the Board at the Alumni Association Board Meeting, Beth for representing the Board at the Foundation Board Meeting, and Andy for representing the Board at the Charleston Athletic Fund Board Meeting. And finally, thank you to the many Board members who attended the Alumni Gala. It was certainly a great night and makes us proud to be Cougars!

I am pleased to report that I have completed all but one of my meetings with individual Board members, and I appreciate the candor and insight you shared. I will be assimilating a summary of your recommended priorities. I will also be considering the feedback I received on the 'culture' of the Board.

We will spend time at the June Retreat reviewing Board member suggestions regarding our Board culture and we will work to condense those ideas into a mutually agreeable list that will define our culture going forward.

Lastly, as you know, we currently have Executive Committee meetings a week or so prior to board meetings. Based on feedback, I would like to continue the meetings, but no longer as the Executive Committee meeting, but as a Pre-Meeting to the Board meeting at which all Board members will be invited to attend. The purpose of that meeting will be to inform the Board of the agenda items of the upcoming Board meeting to allow Board members time to consider and review those agenda items. If materials are distributed ahead of time, it allows Board members time to review them before the meeting.

Also, it is my intention to reconfigure the Executive Committee so its meetings will consider Board discussion topics for future Board meetings.

I hope that this will reformat the Executive Committee so it is supporting the work of the full Board.

To that end, Betty, Elizabeth and I have been working hard planning for the June Retreat. Right now we have engaged the President of AGB to talk with us about what an innovative Board looks like. We are asking all Board members to plan to come in on Sunday evening for dinner at the Mills House Hotel with the AGB President and her session on Monday morning.

Monday afternoon will be a review of the budget and corresponding tuition issues. Tuesday will be consideration of Strategic Issues. Bring your thinking cap because we are thinking outside the box.

Lastly, just as a reminder, we will have the meeting at the Mills House, a great venue for us to spend time together. Elizabeth will be sending you an updated two-night and three-day calendar notice for the June 9<sup>th</sup>, 10<sup>th</sup>, and 11<sup>th</sup> Board Meeting and Retreat.”

### **New Business/Old Business**

Elizabeth Kassebaum mentioned a few housekeeping items:

- Board of Trustees Spring Faculty Shadowing Program information, including participating faculty, will be emailed to everyone by mid-February.

- Executive Committee Meeting(s):  
Tuesday, April 2, 2024, 2:00 p.m.
- 2024 Board Meeting Dates:  
April 11-12 (Thursday & Friday)  
May 22 (Wednesday) – BFF Committee Budget Workshop  
June 9-10-11 (Sunday, Monday & Tuesday)\  
August 8-9 (Thursday & Friday)  
October 17-18 (Thursday & Friday)

*[Short break before Lunch during Executive Session in Alumni Hall ]*

### **Executive Session #1**

**The motion was made by Trustee Ricci Welch, and seconded by Trustee Steve Swanson, to go into Executive Session at 12:09 p.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) Consideration of Candidates’ Qualifications for Commencement Speakers and Candidates’ Qualifications for Honorary Degrees; (4) Employee records – legal matters and executive contract negotiations – personnel matters; (5) Personnel matters – legal matters covered by attorney-client privilege; and (6) 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, President’s Cabinet, Board Staff and IT Staff remained for Executive Session in Alumni Hall. Others were put in the waiting room until Executive Session ends and regular session resumes.]*

*[At 12:15 p.m., Trustee Andy Gianoukos left the meeting to go out of town and participated via zoom while driving.]*

*[Trustees Henrietta Golding, Tav Swarat and Craig Thornton remained on zoom during Executive Session; Trustee John Busch was not on zoom during Executive Session.]*

### **Executive Session #2**

At 1:27 p.m., only the Board of Trustees and President Hsu moved to the Randolph Hall Boardroom for continued Executive Session.

*[At 2:15 p.m., President Hsu left Executive Session and the Board of Trustees remained in Executive Session.]*

*[At 2:30 p.m., Trustee Steve Swanson left Executive Session.]*

**The motion was made by Trustee Beth Burke, and seconded by Trustee Ricci Welch, to come out of Executive Session at 2:32 p.m. All in favor.**

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

*[Public Session resumed]*

**Motion to Approve Candidates A, B, C, D, E and F as May 2024 Commencement Speakers and Honorary Degree Recipients**

The motion was made by Trustee Ricci Welch, and seconded by Trustee Beth Burke, to approve Candidates A, B, C, D, E and F as May 2024 Commencement Speakers and Honorary Degree Recipients. The Chair called for the yeas and nays, and the motion passed.

**Motion to Adjourn**

The motion was made by Trustee Ricci Welch, and seconded by Trustee Shawn Holland, that the meeting be adjourned at 2:34 p.m. All in favor.