CALLED MEETING OF THE
BOARD OF TRUSTEES
SOUTH CAROLINA STATE UNIVERSITY
ORANGEBURG, SOUTH CAROLINA
JULY 29, 2009

BOARD OF TRUSTEES

Mr. Lumus Byrd, Chairman
Dr. John H. Corbitt, Vice Chairman
Mr. Robert Nance, Secretary
   Mr. Earl Bridges
Mrs. Linda Edwards-Duncan
Mr. Frederick R. Gallant
   Mr. Karl V. Green
   Mr. Jonathan Pinson
Mr. Matthew Richardson
Mrs. Martha Scott Smith
   Dr. Walter Tobin
Mr. Maurice Washington
Mr. Lancelot Wright

Ex-Officio Members
   Dr. Evelyn Fields
   Mr. Nathaniel Howard
   Mr. Zachary Middleton
   Ms. Kay Snider
   Mr. George Quick
Dr. James A. Boykin, Trustee Emeritus
Mr. Charles C. Lewis, Sr., Trustee Emeritus
MINUTES OF MEETING
SC STATE BOARD OF TRUSTEES
BELCHER HALL BOARD ROOM
JULY 29, 2009
9 A.M.

I. OPEN SESSION/CALL TO ORDER:
Chairman Lumus Byrd called the meeting to order at 9:07 a.m. upon establishment of a quorum. He asked Mrs. Mosley to read the public notice and call the roll.

II. PUBLIC NOTICE:
Mrs. Mosley stated that the meeting was being held in accordance with the Freedom of Information Act, Code Section 30-4-80. Notice of the meeting and the agenda was provided to all interested persons, organizations and news media.

III. INVOCATION: Vice Chairman Reverend John Corbitt delivered the invocation.

IV. ROLL CALL:
Members Present: Chairman Lumus Byrd, Vice Chairman John Corbitt (via telephone), Secretary Robert Nance, Trustees Mr. Earl Bridges (via telephone), Mrs. Linda Edwards-Duncan, Mr. Reginald Gallant, Mr. Jonathan Pinson (via telephone), Mr. Matthew Richardson, Mrs. Martha Smith, Dr. Walter Tobin, Mr. Maurice Washington and Mr. Lance Wright (via telephone); Ex-officio Members Dr. Evelyn Fields and Ms. Kay Snider.

Members Absent:
Trustee Karl Green; Ex-officio Members Mr. George Quick, Mr. Chuck Whipple, Mr. Nathaniel Howard, Mr. Zachary Middleton, Dr. James Boykin and Mr. Charles Lewis.

Administrators and Others Present: President George Cooper, Attorney Edwin Givens, Executive Director for the Board Ms. Joyce Green, Assistant to the Board Mrs. Eartha Mosley, Director of University Relations and Marketing Ms. Erica Prioleau, Mr. Lee Tant of the Times and Democrat Newspaper, WIS TV reporters, other staff and Mrs. Isreal C. Tyler, recorder.

V. AGENDA ADOPTION:
Chairman Byrd shared that this special meeting was being called at the request of Trustee Martha Smith on behalf of Trustees Gallant, Wright, Pinson, Washington, Nance, Bridges, Richardson and Karl Green. The email addressed to Secretary Nance outlining the purpose for the requested meeting was forwarded to Chairman Byrd (See attachment).
Chairman Byrd called for a motion to approve the following items for the agenda:
1) RIF Plan
2) Legal Issues Related to RIF
3) Enrollment and Budget Issues
4) Reorganization of the University
5) SAC Recertification

MOTION: Trustee Smith moved, seconded by Trustee Washington, to approve the items for the agenda as listed.

DISCUSSION: Trustee Smith stated that the request for the meeting was driven by the fiduciary and stewardship responsibilities of the governing body. Trustee Tobin asked what specific issues needed to be discussed in executive session. Trustee Smith said some legal issues related to the RIF Policy. Trustee Washington said there were some reorganization issues and some issues related to SACS that called for privacy. Trustee Washington then suggested that the public issues be discussed first in consideration for the press and others present.

VOTE: Unanimous.

VI. TOPICS FOR DISCUSSION:

RIF Plan — To be discussed in executive session.

Legal Issues Regarding RIF Policy — To be discussed in executive session.

Enrollment and Budget Issues — Trustee Smith said she and Trustee Gallant, who serve on the Students Affairs Committee, were concerned about how enrollment was progressing in connection with the budget. Trustee Smith stated that if the budget was built “on sand” she was not willing to approve it based on the information presented. She asked to hear from the President and his team what the enrollment figures looked like in terms of meeting the budget needs. She asked what the contingency plan was if the enrollment fell short and if the numbers were there to sustain the University. President Cooper stated that a Student Affairs report was distributed that included revised statistics. He said they were constantly monitoring the numbers, and that, historically, they were no further behind than in previous years. He stated that 4,030 students had completed enrollment, and the other students who qualify are being aggressively contacted to complete their enrollment. He said some will complete the process within the last ten days, and it is not uncommon for parents to come with the resources to pay tuition and fees during that timeframe. He added that some students have not completed the process for financial aid, but the numbers show that enrollment is at about the same point as this time last year. President Cooper stated that registration would close August 9, and final enrollment numbers will be brought back to the Board with recommendations if adjustments are needed. Trustee Smith state that the targeted number is 5102, and there are 4030 now enrolled. Trustee Gallant said we ended up with 4,888 last year. Trustee Nance asked if the Enrollment Management committee

CALLED MEETING—SCSU BOARD OF TRUSTEES
JULY 29, 2009
was still meeting, and if not, why not. President Cooper stated that Admissions was a University-wide endeavor, which includes all players to balance the needs with funds available at the University. He said their concerted effort will mean no refunds for needs-based scholarships. Trustee Gallant said it was troubling to him to assume from historical data that enrollment would increase with the economy in the state that it is in right now. President Cooper stated that he understood the concern of Board members, but non-traditional students are being sought after and recruiting efforts are being diversified to reach Hispanic and majority students who have not traditionally come to SC State. He said SC State’s tuition gives the school a competitive advantage. Trustee Gallant asked if an increase in non-traditional students had been seen. Mr. Boyle said those numbers we definitely increasing. Trustee Smith asked if the administration was making sure that the standards were not being lowered. Mr. Boyle assured the Board that the guidelines set by the Board were being adhered to. Trustee Washington stated that there had been extensive discussion at the retreat regarding the fact that 67% of E & G revenue was generated by tuition and fees. He said enrollment management and tracking was critical to the survival of the Institution. He added that the fact the Enrollment Management team has not met this year was troubling. He said the budget was based on 5102 students, and that was approximately 1,092 shy of the number needed to meet budget. President Cooper said August 9 would be the date that the budget could be formalized and he would present to the Board a recommendation for any needed adjustments. He assured the Board that many approaches were being made to get the numbers where they needed to be, including making adjustments in grants and loans and having conversations with the education foundation regarding resources to help needs-based students. Mr. Smalls said it is unfortunate that it is not possible at this point to predict exactly how many students will show up, but that is generally how it is at State. Trustee Washington said a comprehensive planning process needed to be put in place that included finance, admissions, student success and retention and input from faculty and staff. He asked what the plan was going forward to compensate for not getting enough students. President Cooper stated that they have 65% of the budget, and it may be that different options, such as increase in class size, bare bones staffing, RIF and other ways to reduce expenditures may have to be implemented. President Cooper stated that he wrote a memo to faculty and staff regarding these tough economic times to prepare them for measures that may have to be utilized to balance the budget. The measures listed included a freeze in hiring, managing personnel expenditures, a freeze on salary increases, a freeze on nonessential travel, mandatory and/or voluntary furlough and RIF (See copy of memo). President Cooper asked for the Board’s patience in applying principles to balance the budget. Trustee Byrd stated that he hoped the President understood the trustees’ concerns regarding having a plan in place in the event the enrollment goal is not reached. Trustee Washington stated that the Board’s focus was a little broader than just balancing the budget, but equally important is the ability to deliver quality teaching and learning. He said a holistic approach must be used in terms of quality tied directly to the current strategic plan. President Cooper assured the Board that, he too, values academic integrity; and his strength will be focused on the quality of academics, SACS reaffirmation and specialized accreditation for this year. Trustee Smith said she really wanted the administration to develop a contingency plan with

CALLED MEETING—SCSU BOARD OF TRUSTEES
JULY 29, 2009
a sense of urgency. She said it was critical to the University and its students, but
the Board did not want to get involved in the day-to-day management of the
University. She said everything needed to be tied to the strategic plan looking at all
components to right size this University. She stated that her expectation leaving
this meeting is to hear reports before news hits the press. President Cooper said he
would give the Board enrollment updates three times per week. He then introduced
the new Vice President for Academic Affairs Dr. Joyce Blackwell. Dr. Cooper said
Dr. Blackwell was already quite busy reviewing and looking at ways to right size
the curriculum, eliminate course duplication, eliminate non-essential majors,
eliminate unnecessary courses, and looking to develop a process to render rational
decisions on quality and on-time course delivery. Trustee Washington asked how
the past academic audit factored into this process. President Cooper said it had
been reviewed and it contained some reasonable opinions for the University.
Trustee Washington asked about the differential on the enrollment report regarding
part-time. Mr. Boyle explained that the differential was between in state and out of
state students.

Reorganization of the University – Trustee Smith questioned the realignment of
Dr. Jones’ division. She asked if that decision should have come before the Board.
President Cooper stated that there were two units involved in student success and
retention. Student advisement engages faculty and both units fall under academic
affairs. This realignment will eliminate staff from solely administrative functions to
serving also as faculty as well. The realignment has no significant budget change,
with one reassignment and the reporting line for the individuals in the unit being
changed. The way things were organized compromised some of the Title III
objectives, and some of those objectives that should have been completed were not.
This realignment will create a significant pool of resources, which the University
will be able to expend more aggressively for success and retention. The focus will
shift from reports on initiatives to reports on measurable outcomes as stipulated by
the grants. Trustee Washington suggested that it would be appropriate to provide a
revised organizational chart to be approved by the Board. Trustee Tobin agreed
that any change in the organizational chart should be shared with the Board ahead
of time.

SACS Reaffirmation Progress Report – President Cooper announced that the
SACS website is under development, and documents are being prepared in PDF
format. Special software is being used to synthesize the documents, and electronic
links are being developed so all documents can be viewed. A SACS representative
will come to campus to review and approve the documents for viewing. Dr. Cooper
informed the Board that he has had conversations with Dr. Blackwell, and in a short
time, she has developed a draft of a tactical plan for academic affairs. She spent a
week at the SACS seminar this summer and recently went through the SACS
accreditation experience before coming to SC State. She has been engaged in
conversations with the academic faculty and is doing her homework. She has read
the SACS report from cover to cover, she is very engaged, she understands the
importance of the academy and she is an assertive leader. Dr. Blackwell is helping
Dr. Teal understand all of the nuances of SACS compliance and has raised some
questions that had not been raised before. Although she is providing additional

CALLED MEETING—SCSU BOARD OF TRUSTEES
JULY 29, 2009
leadership for SACS, Dr. Teal has not lost her enthusiasm and she and Dr. Blackwell meet on a daily basis.

Trustee Tobin announced that the National Alumni Association convention would be held in Columbia beginning Friday night at the Moore Building of the Fairgrounds.

Trustee Nance commended Mr. Boyle on the eight-week summer program that included use of the newly refurbished swimming pool. He also thanked Dr. Valerie Fields.

VII. EXECUTIVE SESSION:

Chairman Byrd asked for a motion to go into executive session to discuss legal issues regarding the RIF Policy.

MOTION: Trustee Washington moved, seconded by Trustees Smith and Edwards-Duncan, to go into executive session.

VOTE: Unanimous

VIII. OPEN SESSION RECONVENED: Chairman Byrd thanked everyone for their patience and said that the Board went into executive session to discuss legal issues regarding the RIF Policy. He stated there would be no action taken regarding the RIF Policy. Trustee Washington commended the Chair for putting together an agenda that allowed them to discuss all of the issues that needed to be discussed. Chairman Byrd thanked the Board members for their very candid and helpful comments. Trustee Smith commented that the Board was very committed to making this University great, committed to the students and committed to the future of this nation. She said the Board will always be engaged and will continue to try to make informed decisions.

IX. ADJOURNMENT:
Since there were no further issues to discuss, Chairman Byrd declared the meeting adjourned at 1:10 p.m.

Chairman, Board of Trustees

Secretary, Board of Trustees

Recorder
ICT Professional Services, LLC

CALLED MEETING—SCSU BOARD OF TRUSTEES
JULY 29, 2009