REGULAR MEETING OF THE
BOARD OF TRUSTEES
SOUTH CAROLINA STATE UNIVERSITY
ORANGEBURG, SOUTH CAROLINA
OCTOBER 1, 2009

BOARD OF TRUSTEES

Mr. Jonathan Pinson, Chairman
Dr. John H. Corbitt, Vice Chairman
Mr. Robert Nance, Secretary
Mr. Earl Bridges
Mr. Lumus Byrd
Mrs. Linda Edwards-Duncan
Mr. Frederick R. Gallant
Mr. Karl V. Green
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
Mr. Charlton “Chuck” Whipple
Mr. Jackie Steele
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
OCTOBER 1, 2009
9 A.M.

I. OPEN SESSION/CALL TO ORDER:
Chairman Jonathan Pinson 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 Corbitt offered the invocation.

IV. ROLL CALL:
Members Present: Chairman Jonathan Pinson, Vice Chairman Dr. John Corbitt, Secretary Robert Nance, Trustees Mr. Earl Bridges, Mr. Lumus Byrd, Mrs. Linda-Edwards-Duncan, Mr. Reginald Gallant, Mr. Karl Green, Mr. Matthew Richardson, Mrs. Martha Smith, Dr. Walter Tobin, Mr. Maurice Washington and Mr. Lancelot Wright; Ex-Officio Members: Mr. Charlton Whipple, Dr. Evelyn Fields, Mrs. Kay Snyder, Mr. Zachery Middleton and Mr. Howard (via telephone).

Members Absent: Ex-Officio Members Mr. George Quick, Mr. Jackie Steele, Dr. James Boykin and Mr. Charles Lewis.

Administrators and Others Present: President George Cooper, Assistant to the Board Mrs. Eartha Mosley, Senior Vice President Mr. John Smalls, Executive Director for the Board Ms. Joyce Green, Director of University Relations and Marketing Ms. Erica Taylor, Mr. Lee Tant of the Times and Democrat Newspaper, other staff and Mrs. Isreal C. Tyler, recorder.

V. AGENDA ADOPTION:
Chairman Pinson asked for a motion to adopt the agenda as printed. Trustee Byrd asked that reimbursement of Attorney's fees be added as an action item. Chairman Pinson called for a motion on the agenda adding the requested agenda item under "Other Items for Discussion."

MOTION: Trustee Washington moved, seconded by Trustee Nance, that the agenda be adopted as amended.

VOTE: Unanimous

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VI. APPROVAL OF MINUTES:
Chairman Pinson called for a motion to approve the minutes of the April 23 regular meeting, June 4-5 Board Retreat June 11, July 29, August 13, August 26 and September 1, 2009 called meetings of the Board of Trustees.

MOTION: Trustee Washington moved, seconded by Trustee Nance, to approve the minutes of the April 23 regular meeting, June 4-5 Board Retreat June 11, July 29, August 13, August 27 and September 1, 2009 called meetings of the Board of Trustees.

VOTE: Unanimous.

VII. CHAIRMAN'S REPORT:
Chairman Pinson again thanked the members of the Board for their support of his role as chairman. He said there were five critical issues facing the University at this time, and asked that everyone focus their energy on being positive and working together on these issues. The issues he listed as critical were:

1) SACS -- accreditation and response to warning
2) Enrollment -- recruitment and retention
3) Transportation Center -- construction delays
4) Technology -- sub-standard system
5) Institutional Advancement -- critical to grow endowments

Chairman Pinson acknowledged the death of Trustee Corbitt's brother and read the thank you card sent by the Corbitt family.

VIII. PRESIDENT'S REPORT:
President Cooper announced recent appointments of Vice Presidents. Dr. G. Dale Wesson, Vice President for Research, Economic Development and Public Service Activities, Dr. Charles Smith, Vice President for Student Affairs and Dr. Joyce Blackwell, Vice President for Academic Affairs. He thanked Drs. McIntyre, Fields and Teal for all of their hard work during the interim period and shared some background on the three new appointees.

President Cooper announced that U. S. News named SC State 13th among HBCSs in the United States. He said only four public HBCUs were in that ranking and SC State was among the top four. He noted that Claflin, which is a private institution, ranked higher than SC State. He added that this shows that academies are strong in Orangeburg. He then shared that SC State ranked Number One in Social Mobility by the Washington Monthly. He said SC State has a lot of first generation students. The President announced a continuation grant of $13 million to expand the international textbook initiative. President Cooper said that the recent Energy Conference held at SC State was significant, and Congressman Clyburn commended the University for hosting a successful event. SC State, along with

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seven other HBCUs, are beneficiaries of a grant from the U. S. Department of Energy that will enhance the areas of science technology, engineering and mathematics. President Cooper said the fall convocation went very well, and Trustee Richardson was in attendance. The President announced he had started editorial board interviews visiting the Times and Democrat, two papers in Charleston and scheduling visits to Greenville and Columbia shortly. Trustee Gallant asked the state of the University in relation to the swine flu. Dr. Cooper stated that there had been no outbreaks at SC State. He added that the Health unit conducted information session on how to deal with the virus on campus, and the dormitories have been equipped with hand sanitizers. Trustee Washington asked about the infirmary operational hours, staffing and capability of dealing with illnesses. President Cooper said there is adequate campus staffing, as well as an established relationship with the Regional Medical Center. Trustee Gallant asked if there was a written contingency plan in place to handle any possible outbreak of the flu. Chairman Pinson asked that a copy of that plan be sent to the Board. Trustee Smith asked the operating hours of the infirmary. Dr. Valerie Fields stated that the infirmary was operational from 8 a.m. until 5 p.m. She stated that, after hours, the students encounter residence life who contacts University Police to make arrangement for transit to the hospital if necessary. Trustee Washington asked if there was not an overnight facility to stabilize fevers or handle minor medical problems. He said he felt the University should look at the feasibility of enhancing the quality of care provided to students. Trustee Wright said he felt the University should work on upgrading the level of service with the provider we use. He said, instead of calling University Police, that possibly a physician could be on call. President Cooper said he would have these suggestions investigated and give a report at the next meeting. Trustee Nance said, at one point, there were overnight facilities and asked when that service stopped. Trustee Smith asked if the nursing students were involved. President Cooper stated they were not at this time, but he would include that consideration in his report.

IX. CHE TRAINING REPORT:
Chairman Pinson asked the two board members who attended the CHE training to comment. Trustee Byrd said he enjoyed it and wished others had been in attendance. Trustee Smith said she arrived late but did have the opportunity to listen to legislators. She said many schools were congratulated on their prudence in handling tuition. She said they expressed disappointment regarding schools that had not followed their suggestion to not put increases in tuition on the backs of students. Trustee Corbitt asked if they offered an alternative, especially since they are cutting funds. President Cooper said the Board approved tuition before they got the letter from Senator Leatherman arrived, but the concerns expressed are valid with the state of the economy and the University will do everything possible to stabilize tuition. Trustee Tobin stated that SC State was still among the two institutions with the lowest tuition. Trustee Washington said that our students come from households with the greatest need. President Cooper stated that part of the costs were covered by increases in PELL grants. Also, this discussion impacts how we use scholarship for tuition abatement. Trustee Washington said we are among the lowest but we are still high. He said we should be watchful that we have become a

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high tuition and a high need institution. Trustee Smith said the University needed to be far more strategic on how this issue is looked at. Trustee Corbitt said he did not understand how the state expects us to pay the bills if they keep reducing their allocations. Trustee Washington said we should think strategically on how we increase revenue. Chairman Pinson said the big issue that has been ignored is growing endowments, so funds would be in place for the institution in times of crisis. He said we could not continue to raise tuition, beg for money and not raise any money. He said he has seen a list of HBCUs with large endowments. He added that Voorhees, Morris and Benedict endowments are larger than SC State. The Chairman said it is time to get behind a campaign to get some funds flowing to the University. Trustee Smith said our whole strategic thinking has to be different on how we address this issue. Chairman Pinson said we have to get in the game now because we are in a recession. Trustee Gallant said we need to step up, we have never moved forward and we need to take some action. Trustee Pinson said the President needed to get the VP for Institutional Advancement hired so someone could take ownership of this crucial initiative. Trustee Washington delineated several components that come into play. Chairman Pinson said it is the responsibility of the VP for Institutional Advancement to get this job done, and that person needed to be on board. Trustee Smith said she felt that giving was a key component, but other things such as enrollment and getting everyone to the table were also important. Chairman Pinson said the number one givers are alumni; corporate comes second. He said alumni giving is the base for endowments. Trustee Tobin summarized the conversation stating that the President has been charged with bringing forth strategies to raise our standards, resolve the SACS issues, bring more stability and select the right staffing. He asked fellow board members to allow the President to run the University, let him make those decisions, allow him to continue to make the selections and hold him accountable. Trustee Tobin said it was important for the public to see the University as stable. President Cooper said there was a branding campaign instituted a few years ago, which could possibly serve as a marching platform. Trustee Smith reiterated that this was a directive to the President to come up with a Master Plan, but she wanted to put some kind of deadline on it. Trustee Washington asked about a business plan that encompasses all of these issues, and something that would identify who is responsible for what and benchmarking. He said branding, student success and retention, enrollment management and a lot of other stuff we have paid for and have yet to see implementation of any of it. Trustee Nance said the problem is systemic—no execution of any of these things that we have paid for. He said he wanted to see all of these items in the business plan. This would be a better charge.

Chairman Pinson announced that Ms. Green would be sending out a list of committees, since they have been realigned. Trustee Tobin asked if there was a meeting on yesterday to discuss this realignment, and who was informed of the meeting. Chairman Pinson stated there was not meeting to discuss this realignment, but he was making assignments according to where people’s talents are.

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X. STANDING AND AD HOC COMMITTEE REPORTS:

a. Academic Affairs and Faculty Liaison Committee

Trustee Corbitt stated that he met with Dr. Blackwell to discuss the agenda for this meeting, although he was not able to attend. Trustee Washington, Vice Chair of the committee, said they met on September 3, 2009 and have three action items to bring before the full Board.

Trustee Washington said the committee was recommending approval to transfer the Office of Student Recruitment and Retention to the Academic Affairs Department. Dr. Jones would report to the Vice President for Academic Affairs. He asked for a motion to make this structure change.

MOTION: Trustee Nance moved, seconded by Trustee Wright, to move the Office of Recruitment and Retention to the Academic Affairs division.

DISCUSSION: Dr. Blackwell said one of the reasons she came to SC State was because there was a Retention and Success Plan in place. She said she and Dr. Jones will be working together to devise a program that significantly increases student retention. It will be of great benefit that this unit is placed under the Academic Affair Department.

VOTE: Unanimous.

Trustee Washington stated the committee was recommending Board approval for the University to move forward to establish the joint BS degree in engineering with Clemson and to move forward with a stand-alone nuclear engineering degree.

MOTION: Trustee Gallant moved, seconded by Trustee Bridges, for approval to pursue the joint agreement with Clemson and the stand-alone nuclear engineering degree.

VOTE: Unanimous.

Trustee Washington stated this the committee was recommending approval for the Faculty Senate to change its by-laws so that officers could serve three consecutive terms instead of two.

MOTION: Trustee Wright moved, seconded by Trustee Nance, to ratify the change in the Faculty Senate by-laws that would allow for officers to serve three consecutive terms instead of two.

DISCUSSION: Trustee Corbitt asked what brought on this request for change. Trustee Washington asked Dr. Evelyn Fields to explain. She stated that the Constitution gives the Senate the opportunity to change. President Cooper stated that the change had been made. Dr. Blackwell stated that it was her understanding that the rationale was that there was no faculty member

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interested in running this academic year, and a possible solution would be to change the by-laws to give the officers the opportunity to hold office this term. Dr. Fields said the faculty felt that there had been a lot of leadership changes and they wanted stability in the Senate.

VOTE: Unanimous.

Chairman Pinson suggested taking the report from the institutional Advancement Committee next, since there would be much discussion during the Budget, Audit, Facilities & Grounds Committee report.

c. Institutional Advancement, Marketing, Public Relations and Fundraising Committee
Trustee Smith stated that her committee has one action item. During the committee, however, there was a very good discussion on the need for an overall public relations plan for the University. The discussion included comments regarding the branding campaign and how many more opportunities could be open by using the branding as an integral part of everything we do. Trustee Smith then asked for a motion regarding nominations to the Board of Visitors. She said the nominees listed were all very well qualified and they bring different perspectives to the Board. The nominees are Jean Brown Pinkston, Bradley Kunick, Eric McGill and Charles Jackson, Jr. She said she was presenting this slate for approval.

MOTION: Trustee Corbitt moved, seconded by Trustee Edwards-Duncan, that the slate of nominees for the Board of Visitors be approved.

VOTE: Unanimous.

Trustee Smith thanked Dr. Cooper and the staff for putting together a packet for the Board with positive stories and clippings about the University. She thanked Dr. Cooper for being instrumental in shining a national light on what was being done at the University. Chairman Pinson related the positive outcome of a venture that he and Trustee Wright collaborated on last December. The project has come to fruition and will bring 300 jobs to Mullins, an area with 22% unemployment rate. He said he related the story to show that anything is possible if folk stick together and work for the common good of the University. He added that many resources could be tapped for the University with just some networking and finding out what connections people have.

b. Budget, Audit, Facilities & Grounds Committee
Mr. Smalls stated that Dr. Cooper had given the preamble to the budget and he would not go over that again. He said the budget is based on state appropriations and tuition and fees. SC State is experiencing the same stretches and struggles as all other state agencies. The budget was reduced by $6.2 million, and the Board approved an increase in tuition and fees. However, it is expected that there will be additional cuts. Student enrollment was projected to
be 5102, which did not materialize. The budget was projected using 85% of that number. Strategies for this year are to look at things that can be eliminated while maintaining a strong academy, a critical student support function and safety. Some balancing will come through attrition, a reduction in force and cutting back on travel and supplies. Sixty-five percent of the budget goes to salaries, wages and fringe benefits. The stimulus money will be used for non-recurring costs. To have a balanced budget we have to work collaboratively and cooperatively with the Board, faculty and students. The proposal being presented has been vetted with two members of the budget committee and the Chair. Trustee Washington asked if having the stimulus money factored into the proposed budget would cause a problem with cash flow. Mr. Small said, basically this money will help with tuition and fees and scholarships, but the balance will be used to support things such as deferred maintenance, upgrading technology and software applications to track alum and graduates. Trustee Washington said it would be helpful if there was a budget showing disaggregation of dollars. President Cooper said they could get that for the Board. Dr. Evelyn Fields stated that the faculty had not been involved in the conversations regarding the budget. However, she wanted to clear up something in the paper that cited faculty concern with the administration and the Board. She said the faculty had no concerns with the Board regarding not having been included in the process, because it was the administration’s responsibility to include the faculty. She said the faculty was deeply concerned and asked that consideration be given to faculty before the recommendations were passed. Trustee Pinson stated that everyone here wants to do what is in the best interest of the University. He said the Board supports everyone involved in the hard decisions that had to be made, including restructuring and all other decisions that will have to be made. He told Dr. Fields he appreciated her statement, but the process is not going to be easy and everyone has to work together. He said negative news does nothing but hurt the University, but decisions made will be in the best interest of the University. He added that it is not a time for bashing, but a time for coming together. Trustee Corbett asked what happened to the freshmen enrollment. President Cooper answered that we had a shortfall; some students were academically eligible to return and didn’t. Some had registered and paid their fees; these are hard economic times and getting loans presented a problem for some. Dr. Cooper further commented that students are saying that we are not customer friendly, we are bureaucratic, people cannot be found in their offices and they cannot get a response on the same day. He said recruiting is not the problem, but retention is. That is another reason to relocate Student Success and Retention to the Academic Affairs Department. Some faculty are not current in teaching and learning strategies, some are not embracing use of technology, some are not using the resources we have in the library and some 300 students are in the pipeline but have not gotten their finances together. He has told faculty that we have to be innovative and think out of the box and be responsive to our students. The President said he has charged the administration with making phone calls to those

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academically qualified, and he said he wants the business plan modified to address some of those student issues. President Cooper said another challenge is “are we the right size based on our mission, goals and expectations?” Marketing and branding determines majors and the number of students we will get. However, recruitment is one part and retention is the other part. Trustee Corbitt asked if the SAT score average went up. Trustee Washington answered that it really is not an increase, but the challenge given staff was to recruit better students. Dr. Charles Smith reviewed some data with the Board regarding retention. Ex-officio Trustee Middleton said, on this campus, the major issues have a lot to do with advisors, registration, technology implementation and poor customer service. Trustee Washington said it is a matter of execution and he wonders whether internal personnel have the capability to do it right. The Board has not gotten any action steps or periodic updates. He said we will be back here revisiting these things later unless we start holding people accountable. The Board invests money, and there should be a return on the investment. Trustee Corbitt asked are there some warning signs as the semester ends on who may not be returning. Dr. Smith said some things can be put into place and he will be working with Dr. Blackwell to keep students in school. Trustee Wright said to keep in mind that the problem is not recruitment, it is retention. Dr. Smith said it should be pretty simple because the academy is sound and stand above all others. We should not be having this problem. Trustee Smith said she wants people to see the urgency and not keep talking about things over and over. She said people need to be held accountable, and she would like a report in two weeks. Chairman Pinson said we know that folk are inefficient; they don’t treat students with respect and act as if the students are unimportant. He told Dr. Cooper that he expects all folks touching students to handle them with care and to convey to them that this a new day at the University. He said he doesn’t want to see a report; he just wants to see that students are having a good college experience. Students who have a bad experience can twitter their friends and tell them not to come to this University. He said the Board is not going to accept any more fancy reports, they want results. He said he has been hearing the same old thing for four or five years, and he wants to see change. Trustee Smith said she wanted to see data to go with the numbers to see how they transfer in dollars and cents. Trustee Nance said he had a report from Student Success and Retention that predicted this problem, but they did not prevent it from happening. Chairman Pinson said performance must be tied to results. Then people will pay more attention. Trustee Smith asked for a timeline. Trustee Nance said it ties back to a plan that is already done. President Cooper said he would get the information requested. Trustee Byrd asked who was in the meeting yesterday. President Cooper said the two members of the budget committee, including the chair, and the chairman of the Board. Mr. Smalls pointed out that construction projects are paid from dedicated funds and do not impact the E & G budget. Also, those funds cannot be used for operations. Mr. Smalls then reviewed the budget handout (See attachment for details). Trustee Washington asked what was the average graduation for fall. Dr. Smith answered 376. President Cooper explained the RIF process that included TERRI, Post-TERRI and retired employees. He

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added that those under dual employment would also be affected. Trustee Smith asked if stimulus money had been looked at for any E & G items. Mr. Smalls answered some would be used on deferred maintenance. Dr. Evelyn Fields asked if the academic impact had been considered when applying the RIF policy to TERRI and Post-TERRI employees. Trustee Tobin said we needed to let the system work in order to see what adjustments may need to be made. Dr. Blackwell clarified that faculty was involved in this process. She said met with the dean of each college to discuss these actions and they were in agreement. Trustee Tobin said the Board needed to be very careful on how involved they wanted to get in these personnel issues. It is very clear that the Board plans to hold everyone accountable. Trustee Washington said the board members were looking for understanding of the system to see what budget numbers are telling us in order to provide proper Board oversight. Trustee Richardson suggested that the Board move into executive session, since the personnel issues being discussed could identify individuals.

XI. EXECUTIVE SESSION:
Chairman Pinson called for a motion to go into executive session to receive legal advice on some personnel issues and legal matters.

MOTION: Trustee Richardson moved, seconded by Trustee Wright, to go into executive for the purpose of receiving legal advice on some personnel issues and legal matters.

VOTE: The motion carried, and the Board went into executive session.

XIII. OPEN SESSION RECONVENED:
Chairman Pinson stated that the Board went into executive to receive legal advice on some ongoing litigation and to discuss some personnel issues. No action was taken in executive session. Chairman Pinson directed the administration to review the budget and its personnel implications and present at a subsequent meeting for approval.

XIV. OTHER ITEMS FOR DISCUSSION:
Trustee Byrd stated that on several occasions he had to seek legal advice regarding University business and was petitioning the Board for reimbursement of $1,178.00 for these expenses. Trustee Nance asked what was the nature of the business. Trustee Byrd said the Board members had knowledge of these expenses. Trustee Corbitt stated that the by-laws allow for those expenses to be reimbursed.

MOTION: Trustee Gallant moved, seconded by Trustee Nance, that Trustee Byrd give Chairman Pinson a copy of the bill and let him make a judgment and inform the Board.

VOTE: Unanimous.

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XIV. ADJOURNMENT:
Chairman Pinson asked if there was any further business to come before the Board. Hearing none, he adjourned the meeting at 3:40 p.m.

[Signatures]
CHAIRMAN, BOARD OF TRUSTEES
SECRETARY, BOARD OF TRUSTEES

[Signature]
ISREAL C. TYLER, RECORDER
ICT Professional Services, LLC

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