

## BOARD OF TRUSTEES OF LANDER UNIVERSITY

F. Mitchell Johnson Board Room  
Lander University  
Greenwood, South Carolina

Wednesday, June 17, 2015  
11:05 a.m.

**Presiding:** Mr. Jack Lawrence, Chair

**Members of the Board in Attendance:** Mr. Robert Barber  
Mr. Bobby M. Bowers  
Mr. Cary Corbitt  
Dr. Linda Dolny  
Ms. Catherine Frederick  
Mr. Maurice Holloway  
Ms. Marcia Hydrick  
Mr. Donald Lloyd  
Ms. Mamie W. Nicholson  
Mr. Claude Robinson  
Dr. Robert Sabalis  
Mr. George R. Starnes  
Dr. DeWitt Stone  
Ms. S. Anne Walker

Absent-

Ms. Holly Bracknell  
Mr. Ray Hunt

**Others in Attendance:** President Daniel W. Ball; President-elect Richard E. Cosentino; Dr. David Mash, Vice President for Academic Affairs; Mr. Gary McCombs, Vice President for Business and Administration; Mr. H. Randall Bouknight, Vice President for Student Affairs; Mr. Adam Taylor, Vice President for Governmental Relations; Mr. Ralph Patterson, Vice President for University Advancement; Jeff May, Athletic Director; and Ms. Kimberly Chitwood, Administrative Assistant, President's Office

**Guests:** Dr. Lee Vartanian, Chair, Faculty Senate; Dr. David Gardner, In-coming Chair, Faculty Senate; Ms. Megan Price, Director, University Relations and Publications; Mr. Eric Lawson, Office of University Relations and Publication; Ms. Eleanor Teal, Special Assistant to the President, Ms. Ariel Gilrieth, Index Journal.

Chair Lawrence stated for the record that the appropriate publicity for the meeting, in order to comply with the Freedom of Information Act, had been disseminated and this meeting was in compliance with that Act.

The regular meeting of the Lander University Board of Trustees was called to order at 11:05 a.m. by Chair Jack Lawrence who acknowledged and welcomed all guests.

**Special Announcements:**

Chair Lawrence acknowledged this will be Dr. Ball's last meeting and also Eleanor Teal's. He publicly thanked Mrs. Teal for all of her service over the years to Lander University.

Yesterday, we officially welcomed new board member Robert Sabalis and again welcome him to his official first board meeting here today.

Congratulations to board member Bobby Bowers on his retirement from the State of South Carolina after 56 years of service.

Jack reminded board members of their travel vouchers and encouraged all who are willing to sign them back over to the Foundation. Also included are individual statements for each board member from the Lander Foundation totaling each board member's contributions for the year.

**Dates to Remember:**

June 25, 2015 - Bearcat Fan Topiary Day – Uptown

June 29, 2015 – The 2<sup>nd</sup> Annual Samuel Lander Golf Classic

July 1, 2015 – Official start date for our New President Rich Cosentino.

September 21 – 22, 2015 – Board Retreat, State of the University Address and Board Meeting.

TBD – Grand Opening of the New Residence Hall.

**MINUTES:** IT WAS MOVED and seconded that the minutes of the last meeting, Tuesday, March 3, 2015 be approved. A vote was taken; the motion carried unanimously.

**ACADEMIC AFFAIRS:** Ms. Anne Walker reported on behalf of the Academic Affairs Committee. She called attention to the report from the Office of Academic Affairs, which had been distributed earlier. (A copy of the report will be made a part of the official minutes.) Ms. Walker highlighted the following:

- Discussed Lander's Mission statement as it relates to the SACSCOC review.
- Discussed faculty salaries.
- Discussed having a stamp put on Lander graduates. Discussed what the college of business is doing to prepare their graduates with mock interviews and skills they will need.
- Discussed potential new majors which have to be data driven.
- Discussed participation in the US News and World Report survey. Ms. Walker noted this is the first time in the 28 years she's been here that we have participated. The results of the survey should be out by the next September board meeting.
- Report given on the Academic Success Center. The good work they are doing has a direct impact on retention. Mamie Nicholson mentioned the academic success center diagram that was provided to the committee and will be emailed to the rest of the board members.
- Ms. Walker stated that in June 2011, several course fees were presented and approved by the board, but inadvertently these fees have not been collected for 6 of these courses by error. Today those will be added and adopted as part of the budget that will be voted and approved out of finance and facilities. (ECED 329 - \$25, ECED 429 - \$160, PEES 329 - \$25, PEES 429 - \$160, SPED 329- \$25, SPED 429 - \$160)

**GOVERNMENTAL RELATIONS COMMITTEE:** Mr. Don Lloyd called attention to the report from the Governmental Relations Committee, which Vice President Adam Taylor presented at the board retreat held yesterday. (A copy of the report will be made a part of the official minutes). He then gave a brief update on the activities that occurred in the General Assembly yesterday.

- The South Carolina Senate did pass the capital reserve fund with a vote of 38-7 late yesterday. The budget will now go to the House of Representatives for debate.

**FINANCE AND FACILITIES COMMITTEE:** Mr. Don Lloyd called attention to the report from the Finance and Facilities Committee, which had been distributed earlier. (A copy of the report will be made a part of the official minutes).

Committee chair Don Lloyd publically acknowledged and thanked employee Jeff Beaver for his outstanding work managing multiple construction projects. Jeff is effectively managing the logistics and the budgets for multiple projects. We are really quite impressed at the quality and creativity of the work his team is doing.

Mr. Lloyd stated that the Finance and Facilities Committee has four specific action items to bring before the Board for approval. They are coming to the board as recommendations from the committee. He then presented the following action items:

**1. Authorization to begin planning and evaluating the potential demolition of Brookside Dorm buildings:**

Under state law, the Board of Trustees has the responsibility to approve of any disposition or demolition of any assets. While the recommendation of the committee is not for specific demolition or disposition of an asset, it is to authorize the finance team to begin the work of planning and evaluating the process that should be used for a potential disposition of the Brookside Dorms. At this time, there is no specific request for funds or a plan of action, just for the authorization to begin looking into the possibility and planning of it. George Starnes asked if the decision has already been made that the Brookside dorms have been used to their capacity and useful life. Gary McCombs commented that there's no question in his mind that these buildings have been used to their capacity and will continue to deteriorate. The Brookside dorms are not being used for the coming 2015-2016 school year. Mr. McCombs no longer sees the dorms figuring in to Lander's future residency needs. Discussion followed.

IT WAS MOVED that authorization be given to the finance team to plan, evaluate and make recommendations to the Board of Trustees on the final disposition and demolition of the Brookside facilities as presented above. A vote was taken; the motion carried, all in favor.

**2. Proposed Amendment #4 to the E&G, Designated, Restricted and Auxiliary Enterprises budgets:** Mr. Lloyd presented the motion out of committee for approval of amendment #4 to the E&G, Designated, Restricted, and Auxiliary Enterprises budgets. This budget adjustment is simply to reflect the receipt of two grants and the net effect of this request is \$475.

IT WAS MOVED that the proposed amendment #4 be approved as presented. A vote was taken; the motion carried, all in favor.

**3. Proposed Tuition Increase of 3.2%:** Mr. Lloyd presented the motion out of committee requesting the board authorize a 3.2% tuition increase for Fall 2015 in order to keep this institution viable and support the necessary expenditures contained within the budget. With a 3.2% tuition increase, Lander's tuition would go from \$10,418 to \$10,752. Discussion followed.

IT WAS MOVED that the proposed tuition increase be approved as presented. A roll call vote was taken; the motion carried, all in favor. (Board members Hunt and Bracknell not present.)

## Lander University FY 2016 Budget Overview (PowerPoint)

Vice President Gary McCombs highlighted the operating budget for FY 2015-2016 with a Power Point Presentation. (A copy of the 8 slide presentation will be made part of the official minutes.)

- Gary McCombs reiterated that all of this is under the assumption of the 3.2% fee increases being approved and the state legislator passing the budget with Lander University receiving \$300,000 recurring funds for Montessori and \$300,000 nonrecurring funds for the Equestrian Center.
  - There has also been discussion of a bonus to state employees making less than \$100,000 that is not in this budget. Linda Dolny asked what the total dollar amount of bonuses would be if they needed to go back and make budget adjustments. Mr. McCombs commented that he did not have exact calculations, but considering the state would probably cover a certain amount, the estimated net amount to Lander's budget would be about \$50,000 that we hope to fund out of one time money from a surplus we expect to carry over into the coming year.
  - Mr. McCombs stated this time last year the board adopted and approved the FY 2015 budget of \$38,571,044. We are asking for approval of budget for FY 2016 of \$38,815,680. The difference is \$244,636.
  - It is always interesting to see where we are spending our money last year we spent 34% of it on instruction. This year that number has moved up to 36%. Mr. McCombs noted a change in the number for institutional support from 21% to 17%. We didn't get that much more efficient, rather the bottom line is that we reduced the enrollment reserve thus bringing down the cost in that area.
  - Mr. McCombs summarized the changes by organizational entity noting the biggest one is the \$153,000 in the President's Office. \$100,000 of that is for a strategic initiative that our new president Rich Cosentino has requested. This summary gives you an idea of where the additional \$244,000 is being repositioned.
  - Mamie Nicholson asked Mr. McCombs to re-explain the enrollment contingency. In last year's budget there was a line item named enrollment contingency where they anticipated 125 less students which represented \$1,279,000. This year we anticipate 50 less students which represents \$486,000, so adjusted that reserve number by \$784,000.
- 4. Proposed 2015-2016 Operating Budget:** Mr. Lloyd presented the motion out of committee as a recommendation to the board to approve the 2015-2016 fiscal year operating budget. (A copy of the budget will be made a part of the official minutes.) Discussion followed.

Mr. Lloyd stated a detailed explanation of the budget is included in the finance and facilities report previously distributed to all board members and thoroughly discussed in their committee meeting. 13% of the projected budget is in limbo because of the inability of the state legislator to pass and approve the budget. Gary and his team have done a tremendous job putting this together and keeping all the pieces together. The budget does support all of the strategic initiatives that the board has previously approved.

IT WAS MOVED that the 2015-2016 operating budget be approved as presented. A vote was taken; the motion carried unanimously.

**INSTITUTIONAL ADVANCEMENT COMMITTEE:** Ms. Cathy Frederick called attention to the report from the Office of University Advancement, which had been distributed earlier. (A copy of the report will be made part of the official minutes.) She then highlighted the following:

- Everyone appreciates the opportunity yesterday to enjoy the new Lander Foundation and Alumni facility.
- Over the last year, we have increased the FTE presences by at least 25% in institutional advancement.
- The addition of Van Taylor and Sadie Erwin has yielded some benefits to us with discussion of very specific and tangible donations.
- The Foundation yielded \$1 million dollars this year in new endowment money which we understand to be an increase relative to the past few years.
- \$95,000 is from the Dan and Marge Ball scholarship fund. This speaks directly to the love and appreciation we have for our President and First Lady.
- Additionally, there are 29 new scholarships. Five of which are endowed and three of those endowed scholarships make up about \$250,000 of the \$1 million dollars. Also, 24 of those are ongoing funded scholarships.
- There is a continued need for growth in the unrestricted dollars to allow more flexibility in management of the work that we do.
- Our final conversations related to becoming more aggressive and assertive in our cause driven campaign work, so that as we move into a more active public phase of the campaign in the next 6 to 12 months that the cause, purpose and mission of this campaign be very specifically designed. Hopefully this will be something that will be identifiable in differentiation as it relates to where people want to give their

money. Over the next year, a lot of research will happen to further understand the needs and nature of our organization, our givers, our students, etc. so that a capital campaign that might come in the next year or so be highly definable and recognizable, and our givers would really understand its cause.

- Robert Barber asked for the definition of an endowed scholarship. Cathy explained that an endowed scholarship is when there is \$10,000 or more in funds earning money and the money earned from that amount is what funds the scholarship in the investment portfolio.
- Ralph Patterson commented The Foundation endowment fund is at \$13 million and we've put a little more than \$1 million in the endowment just this year which are all for scholarships. This is something this board has asked us to do and this is very significant.
- Mamie Nicholson asked Ralph Patterson for an update on the behind the scenes progress with the campaign. Ralph commented that they are still doing a lot of research into donors and lead gifts. We don't want to launch an active public campaign without significant lead gifts.

**STUDENT AFFAIRS COMMITTEE:** Mr. Maurice Holloway called attention to the report from Student Affairs, which had been distributed earlier. (A copy of the report will be made a part of the official minutes.) He then highlighted the following:

- We need a student center.
- LU 101 is concluding its first year and the success of this program will be shown in retention in future years.
- Student Expo will be held June 23-25 and July 28-30.
- Lander just completed the contract with the Montgomery Center. They provide health services to our students and they are always there for us.
- The new residence hall is on schedule to open for our new students this fall.
- The committee discussed career services in depth today. They ask board members in your leadership and in your communities, and if you have your own business to help us provide internships to our students. We would like to have jobs for all of our graduating students and part of that is having good internships.
- Randy Bouknight commented that paid applications for student housing are up 2%. Expected occupancy is 1244.

- Randy also agreed the discussion today emphasized increasing internships and an emphasis on the employability of our students. He commented that we are seeing a slight increase in business and industry hiring and even in the school districts compared to the past few years.
- The board requested a list from Randy and his department of the types of internships that are needed. What majors need to place what students in internships? What type of jobs? As an example, Board of Trustee Cary Corbitt currently has an intern from Lander who is awesome and Sea Pines uses a lot of interns and so do other businesses and health service businesses in the Hilton Head area. Most board members have contacts and if given the list of what's needed can help identify internships for Lander students.

**INTERCOLLEGIATE ATHLETICS COMMITTEE:** Mr. Maurice Holloway called attention to the report from Intercollegiate Athletics, which had been distributed earlier. (A copy of the report will be made a part of the official minutes.) He then highlighted the following:

- Long time Lander Coach Chipper Bagwell, was named coach of the year both for men's and women's golf for the Peach Belt Conference.
- The Bearcat Club had a goal for 400 members for last year. They are currently at 455 members. Their goal this year is 500 memberships. The funds from paid memberships are used to fund athletics.
- We just concluded the 47th annual athletic banquet.
- Lander had two students that achieved the Elite 15 in The Peach Belt and one student that achieved the Elite 89 which is in the national level. These students succeed both in the classroom and on the field.
- Lander Tennis Coach Joe Cabri, who retired in 2006, was inducted into the South Carolina Athletic Hall of Fame.
- Steve Roberts is the new Lander Men's Basketball Coach.
- We are proud of the GPAs of our athletes.
- Jeff May commented that he is very pleased with the new hire for the softball coach, which will be announced tomorrow.
- Homecoming next year will be Saturday, February 20, 2016.

**FACULTY SENATE:** On behalf of the Faculty Senate, Dr. Lee Vartanian, Chair of the Faculty Senate called attention to the faculty senate report, which had been distributed earlier. (A copy of the report will be made a part of the official minutes.) The senate report



summarizes some of the main accomplishments of the Senate this year, organized around two strategic categories: which of course are also Board priorities.

Dr. Vartanian highlighted the following:

**Institutional Identity**, *Who are we? And where are we going?* You've been asking this, with your Mission & Vision committee and we've been asking this as well.

**1) General Education Task Force** - And, with our own sphere of influence, as stewards of the curriculum, we explored our gen ed program. Gen education program, is the sequence of courses everyone takes, usually in the freshman and sophomore years that give you a broad scope of knowledge and constitute almost a half of the classes our students take. We created a Task Force with representatives from each college as well as a student rep, and they reported to us, in April, that we needed to define "who we are" and "what we believe" with regards to gen ed. They created a mission/vision for our gen ed program. This has been shared with faculty but hasn't been voted on. Dr. Gardner will be moving this forward next year in the Senate.

**2) New Course Evaluation tool** – As we're looking at our institutional identity, Lander is known as a teaching institution. We pride ourselves in our teaching. But to become better teachers, we need clear, useful feedback. Our current evaluation tool, which we pay a lot of money for, doesn't do a good job of giving us useful feedback. So, a Senate committee drafted a new evaluation tool that we piloted this spring. We're waiting on the results of that pilot and hope to improve it next year, and eventually replace our current tool.

## **Compensation,**

1. **Insufficient support for conference presentations** – Presenting at scholarly conferences is a yearly expectation for all faculty members. However, faculty find themselves increasingly dipping into their own pockets to cover the travel expenses of these conferences. The Faculty Grants Committee produced a report that charts the amount of conference funds requested versus the amount received. *Report included.*
2. **Six-year post tenure review** – Currently, fully tenured & promoted professors undergo a rigorous 6-year review with no incentive or reward—financial or otherwise. It has become an annoying formality from all sides (faculty member, dean, and provost). On April 22, faculty passed a new policy that eliminates this requirement, and replaces it with the requirement of peer evaluation. *Policy included. Requires your vote.*

The following action item was presented:

1. **Proposed change to the 6-Year Post Tenure Evaluation Process in the Faculty Handbook:** Senate Chair, Dr. Lee Vartanian requested board vote and approval on changing the current 6-year review for fully tenured and promoted professors, and replace it with the requirement of peer evaluation as outlined in the Faculty Senate Report and outlined in the summary above. Discussion followed. Dr. Mash and Dr. Ball both voiced support of this change.

IT WAS MOVED, and seconded, that the proposed changes be approved as presented. A vote was taken; the motion carried, all in favor.

- Brief discussion about Lander's Mission Statement occurred after a question by DeWitt Stone as to board involvement with faculty. Chair Jack Lawrence cautioned that is not the boards role to be directly in contact with faculty and that any discussion and planning regarding our mission and faculty input will take place with the new president and the faculty.
- Dr. Cosentino stated that over the course of the next few months and definitely by the end of the year, we will have the mission statement worked out and faculty input will be highly involved. Dr. Mash and Dr. Cosentino together will review the individual college and department mission statements to make sure that based on our branding, our mission is consistent from the university level down to each department level.
- Dr. David Gardner welcomed as the incoming faculty senate chair. Dr. Gardner stated he looks forward to the faculty senate making a positive impact going forward working with the new president and looks forward to opportunities to be proactive rather than reactive.

#### **OLD BUSINESS/NEW BUSINESS:**

- Ray Hunt chairs committee who has been asked to look at and come up with an honorary degree policy for the University and a naming policy. Ray is not here today, but he has asked for feedback from all board members regarding the naming policy. To date, only feedback received is from Don Lloyd. Jack specifically requested each board member submit feedback on the naming policy that was emailed to each trustee as soon as possible.
- A few changes still need to be edited and changed on the honorary degree policy so it is remanded back to committee and will not be voted on for approval today.
- Bobby Bowers, chair of the nominating committee, stated that he and his committee are making the recommendation to continue the next two years with Jack Lawrence as chair, George Starnes as vice chair, and Linda Dolny as secretary.  
Vote taken, unanimous.

- Chair Lawrence commented that he will be making 2015-2016 committee assignments by July 1<sup>st</sup>. He commented there is a wealth of talent and knowledge on this board and he is going to try to reassign the committees to give other people opportunities to serve and if there is a particular committee that you have interest in serving on to please let him know.

**PRESIDENT'S COMMENTS:** Chair Lawrence called upon President Ball for comments. Dr. Ball addressed the Board of Trustees for his last time as President of Lander University. Dr. Ball expressed special thanks to six board members who have served on the board the entire 15 years he has been president. Dr. Ball thanked board members for their support through thick and thin. He stated that he loves this university and will miss it, but he will serve this university in other capacities behind the scenes. Dr. Ball thanked everyone in the room for all that they have done for his family over the years. Round of applause given for President Ball.

**PRESIDENT-ELECT'S COMMENTS:** Dr. Ball invited President-elect Dr. Richard Cosentino to share some final thoughts to close out the meeting. President Cosentino stated:

I am thrilled to be here and Jessie is thrilled to be here. I think that this is a very well run institution and I am coming behind a great president who has done wonderful things over the last 15 years. I echo the chairman's comments that I am very fortunate to come into an organization that has such a strong board of trustees. It's amazing to me the consistency in the dedication to Lander and the dedication to our students that I have received from the very beginning when meeting with the search committee, board members, faculty senate group, even our students are committed to the future of Lander University. I do think our institution is in the midst of a challenging time in American higher education landscape. I think we are fortunate because it has been so well-run in that we have a strong board and outstanding faculty, but we are in a challenging time. I think we are poised to meet the challenge. I think that you will find that Lander continues to improve on the upward trajectory that it finds itself right now and I look forward to this upcoming year. I hope that at the end of next year I'm giving you a report that is stellar in how we have performed next year.

**ADJOURNMENT:** The meeting was adjourned at 3:00 p.m.

**NEXT MEETING:** Tuesday, September 22, 2015