Preamble: This was scheduled as a Board and Standing Committees meeting. Each Committee met and provided a status report; there were no formalities for each Committee meeting i.e., calling the meetings to order, calling the Committee rolls, reading the public notices, approving minutes and adjourning each Committee meeting; however, the following named Trustees were present for the Board and Committee meetings unless they left early.

CALL TO ORDER:

Acting Chairman John H. Corbitt called the meeting to order at 11:38 A.M. The public notice was read. The agenda (Attachment 1) and supporting materials (Attachment 2) were previously circulated to the members. Trustee Grant provided the invocation. The roll was called.

**Trustees present:** Trustees: Acting Chairman/Vice Chairman John H. Corbitt, Secretary Robert M. Nance, Mrs. Linda Edwards-Duncan, Mr. Anthony T. Grant, Dr. Gail Joyner-Fleming, Ms. Patricia B. Lott, Mr. Jonathan N. Pinson (via phone), Mr. Matthew T. Richardson, Dr. Walter L. Tobin, Mr. Robert L. Waldrep, Jr. and Mr. Maurice G. Washington / Ex-Officios: Mrs. Kay Snider and Dr. Larry Watson.

**Trustees absent:** Trustees: General Walter F. Johnson, III, and Mr. Lancelot D. Wright / Ex-Officios: Mr. Jameel Allen, Mr. Austin Floyd, Mr. Nathaniel Howard, Dr. Jesse Kinard and Mr. Edward D. Williams.

**Administrators present:** President Dr. George E. Cooper, Executive Director to the Board Ms. Joyce Green, Interim Vice President for Academic Affairs and Executive Director for Institutional Effectiveness Dr. Rita J. Teal, Vice President for Institutional Advancement Mr. Anthony Holloman, Athletics Director Mrs. Charlene Johnson, Vice President for Research, Economic Development and Public Service Dr. G. Dale Wesson, Interim Director of Student Affairs Dr. Valerie S. Fields, Director of Public Relations Mrs. Erica Taylor, Executive Assistant to the President Mrs. Shondra Abraham, Administrative Assistant to the Board Ms. Eartha Mosley and Recorder Mrs. Chrystel Rogers.

**Media:** The Times and Democrat Reporter Dale Linder-Altman

OPEN SESSION:

Trustee Corbitt announced that an Executive Session was held previously that morning during the Executive Committee meeting. He then read a statement on the Board’s behalf recommending that they appoint Dr. Rita Teal as Acting President effective March 31, 2012. The appointment is “at-will” and she will serve at the pleasure of the Board. He reported that a letter of appointment would be sent to Dr. Teal outlining the terms of the decision if approved. **Trustee Corbitt called for a motion to approve the recommendation appointing Dr. Rita Teal Acting President effective March 31, 2012. Trustee Grant so moved and it was seconded by Trustees Tobin and Lott. Vote: 10 to 1. Motion carried. Trustee Richardson voted against the motion.**

Trustee Corbitt indicated that Dr. Teal would serve as Acting President until an Interim President is identified. He stated that a search committee for an interim and a permanent president would be appointed within a few days.
The committee will include Trustees and representatives from the faculty, staff, students, alumni and the community. Trustee Corbitt announced that the search will be intense, purposeful, deliberate and open to everyone that meets the requirements. He reported that an announcement for the opportunity to apply for Interim President of the University would be made and stated that applications would be accepted through April 15, 2012. Trustee Corbitt then briefly explained the process noting that the search committee would review all the applications and then interviews would be conducted with selected applicants meeting the qualifications. He also indicated that the Board would make the final selection for the Interim President and that they would make it as soon as possible.

Reports from Standing Committees

Institutional Advancement and Public Relations Committee

- **Private Giving Report (Attachments 2 and 3)**
  Mr. Anthony Holloman provided and discussed the Private Giving Report dated March 16, 2012 (Attachment 3). He reported that the 2nd phase of the annual Phon-a-thon will begin the week of April 7th. Mr. Holloman reported that they provided the University with $453K as of August 5, 2011 and an additional $100K thereafter. He announced that they are prepared to make an additional contribution in excess of $300K to the University for the Board’s direction. There was a discussion about which category the $453K was reflected in the University’s budget. In regards thereto, Trustee Grant reported that there was a communication issue. Trustee Grant, Mr. Holloman and Mr. Gary Cathcart will meet to clarify exactly which budget category the $453K was captured in. Trustee Joyner-Fleming requested the Association’s name that made the $100 donation as noted on the Private Giving Report. Mr. Holloman will provide the requested information to Trustee Joyner-Fleming.

- **Filling of slots on the Board of Visitors (Attachment 2)**
  Mr. Holloman indicated that there were 10 vacancies on the Board of Visitors. Trustee Richardson moved, seconded by Trustee Edwards-Duncan, that they approve the four (4) nominees for the Board of Visitors. Vote: unanimously approved.

- **Scholarship Gala**
  Mr. Holloman reported that $211K was raised this year which is up from the $207K raised last year. The $211K was before expenses which were estimated under $35K. At the Gala, former Chairman George Quick and three students who received scholarships were recognized. Mr. Holloman thanked everyone who participated in the event as well as President Cooper for covering the food cost through his food budget.

- **May Weekend**
  Mr. Holloman announced that May Weekend begins May 3rd – 6th. He reported that an event will be planned for this year’s commencement speaker similar to last year’s reception for General Colin Powell. He also reported that the Class of 1975 was hosting a Roast for Coach Buddy Pough as a fundraiser. Trustee Corbitt commended Mrs. Erica Taylor and her staff for a well-produced SC State program that recently aired in Greenville. Copies of the University’s 2010-2011 Annual Report were made available to persons who had not received their copy yet.

Athletics and Student Affairs Committee

- **Athletics (Attachment 2)**
  Mrs. Charlene Johnson quickly highlighted the Athletics update as outlined in the supporting materials and discussed how student athletes are involved in community activities and projecting positive images of SC State through Habitat for Humanity and Dr. Seuss’ Birthday/Read Across America Day.

- **Student Affairs (Attachments 2 and 4)**
Trustee Edwards-Duncan welcomed Dr. Valerie Fields and Dr. Tamara Hughes to Student Affairs. Dr. Fields distributed and discussed an updated Student Affairs report (Attachment 4). There was a lengthy discussion concerning the enrolment goal for fall 2012 (4,183 headcount or 3,800 FTE).

Trustee Grant expressed concern that enrollment goals have been set too high in the past. Dr. Fields explained that while the enrollment goal was 4,183, the projection was 4,640 in order to get to the 4,183 needed to meet budget.

Trustee Richardson questioned the accuracy of the numbers in red on the “% Change Over Prior Year” and “% Change Over Goal” columns. Mr. Antonio Boyle and Trustee Richardson will discuss the formula and recalculate the numbers in red.

Trustee Washington expressed concern about the University downsizing the headcount/FTE and still being able to meet its debt obligations. President Cooper indicated that there would be a 2% reduction in personnel.

Trustee Grant also expressed concern about lowering the headcount/FTE count and he once again recommended that the University conduct an academic audit. Dr. Larry Watson agreed with the recommendation for an academic audit and explained how it would be very beneficial.

Trustee Tobin suggested further analysis of the 3,800 FTE to determine what the University’s actual needs are and what number of students is needed to meet the budget and pay bills. In addition, Trustee Washington pointed out that they also needed to understand what percentage of the 3,800 FTE will be rebated to students for scholarships. Mr. Cathcart stated that they intend to have the same level of scholarships and abatements coming out of the 3,800 FTE and discussed how the 2% personnel reduction would make up for the lost revenues in reducing the FTE from 4,100 to 3,800.

Mr. Cathcart briefly talked about the procedures underway for preparation of the 2012-13 budget.

A conversation followed regarding whether or not it was assumed that there would be a tuition increase this year. Trustee Richardson expressed concern hoping that the Administration was not making that assumption; both, President Cooper and Mr. Cathcart, indicated they were not making that assumption. Trustee Washington recommended that everything be put on the table for consideration. Trustee Grant suggested that they look at places where there is low hanging fruit; challenge the expenditures and insist that an academic audit be conducted.

While pointing out that the Board must be careful in making budget decisions, Trustee Corbitt reported that University Village was projecting a $277K budget shortfall due to vacancies and last year’s housing fee reduction. Trustee Grant expressed desire to discuss the projected shortfall with Student Affairs and/or the Real Estate Foundation. Dr. Fields briefly talked about the Real Estate Foundation Board’s meeting concerning the letter of credit for University Village. Trustee Corbitt asked for an update at the next Committee meeting.

Trustee Tobin suggested that maybe the University should reduce the amount of scholarship/grant support provided to students on a sliding scale so that if the number of students increased, then they could decrease the tuition and the difference/savings could remain as part of the continued revenue instead of building the budget and requiring a certain number of students paying a certain amount. He also suggested that SC State get back to the programs once in place that were self-supporting.

There was a discussion on making sure the proper infrastructure was in place to reach the 4,640 projection goal. Dr. Fields indicated that they will take another look at how to successfully reach the goal. She stated that before the next meeting she would provide the Board with something feasible on how they can reach the goal in terms of
dollars and the types of support needed. Trustee Grant suggested that Dr. Fields make sure they have the necessary resources for Recruitment and Enrollment activities in order to reach the achieved goals.

Trustee Joyner-Fleming requested Mr. Boyle’s recruitment plan encompassing all of his personnel. Mr. Boyle will provide the plan.

Ms. Sandra Davis briefly discussed the changes in Financial Aid that will impact SC State’s current students which may also impact the number of students to continue from the spring into the fall. She also talked about their efforts in making sure students get the information about the changes i.e., email, website and direct mailings.

After another look at the housing fees and bond indebtedness, Dr. Fields reported that they are able to meet budget on all residential housing except for University Village; therefore, the only change that needs to occur is a $250/semester increase for University Village in order to meet bond indebtedness. There was a discussion on whether the Board had already approved a housing fee increase for the residence halls. Trustee Edwards-Duncan indicated that the Board approved an across-the-board increase for all residence halls, including Hugine Suites and University Village, with having the ability to look at other options and make changes according to those options. The discussion on University Village continued. Since the increased revenue would not be received until 2013, Trustee Grant expressed concern about covering University Village’s $277K projected shortfall for 2012. He indicated that they have to figure out what the number is to determine if they need to ask the bank to modify the debt service coverage ratio formula in order to make the test for 2012. Trustee Corbitt asked Dr. Fields to clarify that and Trustee Edwards-Duncan indicated that they will take it to the full Board on March 30th.

Trustee Tobin indicated that he just received a copy of SC State’s Integrated Postsecondary Education Data System (IPEDS) 2011 Data Feedback Report which shows SC State in comparison to other institutions (Attachment 5). He stated that the report shows that our costs are much more than those we are compared to and that SC State has not been competitive since 2008. Trustee Tobin expressed concern that SC State is costing itself out of business by raising tuition. Once again, he suggested that they reduce the cost to increase the number of students. Trustee Tobin indicated that the Board was not given this information; and, they have to be given information in order to make good decisions.

Academic Affairs and Faculty-Liaison Committee (Attachment 2)

- **Felton**
  Dr. Rita Teal reported that Felton’s total outstanding tuition balance was $136,336; the final due date for payroll deduction is June 30th and the final due date for the other payments is May 15th.

  Trustee Joyner-Fleming recommended that the June 30th final payroll deduction date be changed going forward. Trustee Lott agreed and indicated that it would be changed going forward.

  Trustee Grant suggested that Felton’s outstanding receivables be aged.

- **NCATE**
  Dr. Teal indicated that SPA reports were submitted for English (Bachelors level), the MAT and Educational Leadership. Trustee Lott pointed out that the names of the persons involved with NCATE were listed in the February 2nd Committee materials and Dr. Teal recapped the results of the pre-visit as was provided in the February 16th Board materials.
• **Fall 2012 Schedule of Classes**
Dr. Teal reported that they are using fall 2011’s enrollment (4,300) to develop the schedule of classes for fall 2012. She explained that it is easier to add courses than it is to drop courses. Dr. Teal announced that a number of faculty members were voluntarily teaching independent study classes without pay for seniors.

• **Status of Academic Affairs Personnel for fall 2012**
There was a discussion on the rational for posting all of the dean positions during a transition time when there is an interim president in place i.e., SACS assessment, other accreditations, stability, program commitment and moral.

• **Study Abroad Course Billing**
Dr. Teal asked that this matter be referred to the Board’s Finance Committee for additional discussion on changing the process so students are not billed twice.

• **Other discussions**
Dr. Teal announced that this year’s commencement speaker will be Mr. Terrence Howard, actor.

There was an exchange of dialogue regarding the possible legislative pay increase for state employees and the University’s policy on, if there is an increase, how it migrates down to faculty and staff salaries at SC State. Mr. Cathcart explained that the increases had been given across-the-board for classified employees while monies for unclassified employees’ increases were given to the University in an unrestricted lump sum and then distributed based on performance. If the pay increase is approved, Dr. Watson asked Dr. Teal to especially consider the faculty who had not received raises in 5 or 6 years. He also raised concern about faculty’s market salary equity and asked Dr. Teal to think about how that problem could be fixed. Dr. Teal agreed that she would.

### Budget, Facilities and Grounds Committee

• **Follow-up**
Trustee Grant indicated that there were two contracts that needed to come before the Board for approval as follow-up to the previous day’s Executive Committee meeting; they are: BDO’s contract (University’s external auditors) and Elliott Davis’ contract (Vice President of Finance position’s transition audit). He briefly provided the contract details again which had been provided the day before. **Trustee Grant moved, seconded by Trustee Washington, that they approve the BDO and Elliott Davis contracts. Vote: unanimously approved.**

• **Budget to Date (Attachment 2)**
Mr. Cathcart indicated that they were trying to get the $68M budgeted and felt better after hearing that Felton’s projection was $136K while he only forecasted $94K and picking up $80K additional federal funds from the Savannah River Field Site summer program.

• **State Budget Office Meeting Update**
Mr. Cathcart reported that they met with the State Budget Office where they provided an update on the University’s plan discussing the budget amendments that had been implemented; he stated that they were well received. Mr. Cathcart mentioned that they also visited the State Treasurer’s Office regarding the State Appropriations Deferred Maintenance ($1M) and Technology ($582K) transfers; he reported that they were in the process to be done.

• **Status of Bradham and Manning Hall**
Trustee Grant briefly discussed the nuances and financial challenges related to asbestos in Bradham Hall before it can be demolished. The estimated cost for abatement is $34-38K/building bringing the estimated demolition cost to $300K - $350K for both buildings. Mr. Cathcart indicated that while the Board only authorized the demolition
of Bradham he was advised that Manning’s roof needed replacing soon or it should be slated for demolition also. Mr. Cathcart will provide the numbers for both buildings to the Board so they can give direction.

- **Other Facility Issues, Felton HVAC**
  
  Mr. Cathcart indicated that the heating units on top of Felton needed replacing and the estimated cost was $38K.

  Trustee Richardson was concerned about replacing the units now if they were considered part of the Energy Performance Contract. Mr. Cathcart stated that they would be part of an Energy Performance Contract. President Cooper explained that the University had not entered into a Performance Contract under the Bank of America program because the project was on hold until the fiscal year closes to show the bank that the University was able to handle some balances that were of concern. He also added that the University would still need to get the Budget and Control Board’s approval. Ms. Joyce Green explained that the State Treasurer’s Office was concerned about the amount of debt that would put on the University’s books. Trustee Grant indicated that he would get with the appropriate people and figure out how it can be done.

- **Other discussions**

  Trustee Grant requested a detailed list of the fund balances.

  Trustee Washington requested an update on the personnel and expenditure issues of the Budget Plan that will show the breakout against the recommendations/amendments that were made. Mr. Cathcart will make it part of the next quarterly report.

**Research, Economic Development and 1890 Programs Committee (Attachment 2)**

Dr. Dale Wesson highlighted the Sponsored Programs, Grants and Contracts and the Clyburn Transportation Center as contained in the Committee materials.

Trustee Washington requested a tour of the Phase 1 facility. Ms. Green indicated that it would be scheduled.

**CLOSED SESSION:**

*Trustee Richardson moved, seconded by Trustee Lott, to go into Executive Session. Vote: unanimously approved.*

**OPEN SESSION RECONVENED:**

Trustee Corbitt indicated that no votes were taken in Executive Session.

**ADJOURNMENT:**

*Trustee Joyner-Fleming moved, seconded by Trustees Lott and Edwards-Duncan, to adjourn. Vote: unanimously approved.* The meeting adjourned at 3:48 P.M.

All referenced attachments are made a permanent part of these minutes.
Respectfully submitted,

Robert M. Nance
Secretary of the Board of Trustees

Chrystel Rogers
Recorder

Attachments:
1 - Agenda
2 - Supporting materials
3 - Updated Private Giving Report dated 3/16/12
4 - Updated Student Affairs Report on Enrollment for Fall 2012