

BOARD OF DIRECTORS MEETING MINUTES

JUNE 29, 2016

LOWCOUNTRY GRADUATE CENTER

Board Members Present:

Constance Book – Provost, The Citadel
Allison Dean Love – Board of Visitors, The Citadel
Myron Harrington, Jr. – Board of Visitors, The Citadel
Brian McGee – Provost, College of Charleston
Mark Sothmann – Provost, Medical University of South Carolina
Barbara Johnson-Williams – Board of Trustees, Medical University of South Carolina

Board Members Absent:

Randy Lowell – Board of Trustees, College of Charleston
Cherry Daniel – Board of Trustees, College of Charleston

Ex-Officio Members Present:

Godfrey Gibbison – Dean, School of Professional Studies, College of Charleston
Nancy Muller – Director and Associate Dean, Lowcountry Graduate Center
Terrye Seckinger – Board of Directors, South Carolina Commission on Higher Education

LGC Staff and Local Guests Present:

Chris Duncan – LGC Manager of Marketing and Media Relations
Patricia Simpson – LGC Student Services Coordinator & LGC Board Secretary
Sue Sommer-Kresse – Consultant to the College of Charleston

Welcome and Announcements of Changes in Board Membership

At 10:10 a.m., Board Chair McGee called the meeting to order and welcomed the members of the LGC Board (the “Board”). McGee duly noted that advanced public notice had been given of the meeting with its agenda, in accordance with the state’s FOIA. McGee then recognized that this is Provost Sothmann’s last meeting upon his retirement from MUSC. Lisa Saladin has been named the Interim Provost who will be his successor. McGee noted that College of Charleston Board Representative Joe Thompson is being replaced by Randy Lowell, a local attorney and College of Charleston alumnus. As a third related matter, McGee asked if a second trustee from MUSC has been named to replace Michael Stavrinakis. Provost Sothmann responded that the new interim provost will address his replacement.

Board of Action: Approval of Minutes

Motion was made by Love and seconded by Harrington to approve the minutes, as previously distributed electronically, of the March 31, 2016 LGC Board of Directors meeting. The motion was approved unanimously. Minutes of the Academic Affairs meeting on May 24, 2016 were noted by Provost McGee as having been provided to the Board for information only, as were proceedings of the June 8, 2016 strategic retreat gathering of Board members without a quorum.

Board of Action: Change of Agenda

McGee asked to amend the meeting agenda to move directly to the Marketing Report. Motion was made to amend the agenda by Seckinger. The motion carried by unanimous consent.

Marketing

Duncan provided his Marketing Report on the progress that has been made so far with the LGC's new website and gave a preview of the inbound marketing campaigns that the LGC is now launching as part of a strategic shift towards more cost effective, digital marketing. Book asked for assurance that the LGC is coordinating such messaging with The Citadel's own marketing department. Affirming so, Duncan added that the LGC is also building out analytics capability to track emails and will be supplying information to partnering institutions as evidence of web site traffic directed from the LGC to their own sites. Gibbison noted the very good bounce rate of only 47%.

The database project was begun over two years ago for marketing purposes. The LGC has constructed an employer database in Advanced Manufacturing, Healthcare Management, and K-12 Schools, its three target sectors. This database is considered one of the most valuable assets in hand, with more than 2,000 records with detailed contact information. The LGC shares this information with the School of Professional Studies who in turn has been helpful in contributing HR details in particular. This database is helpful for outbound communications from the LGC, including special event marketing.

Enrollments FY 2015 versus FY 2016 comparisons

Muller pointed out that the comparative table of data illustrates that the total enrollments were flat. A substantial increase in enrollment in Social Work at the University of South Carolina was offset largely by the decline in enrollment at the College of Charleston, especially in Computer Science, at this location.

Estimated Tuition Revenues by institutions

The five-year chart illustrates that over the period, graduate tuition dollars for all institutions with programs at the LGC peaked at \$2 million. It has since dipped to \$1.7 million due to the decline in programs from the College of Charleston. Tuition dollars to The Citadel peaked in 2013-2014 and has remained at approximately \$600,000 annually. The University of South Carolina generates nearly as much annually, at \$550,0000.

Status of New Programs

- **The Citadel** – Charleston County School District does not have funding for the Literacy Education program. Clarendon County does not have the funds to support their teachers. Seckinger asked about the use of technology in career centers around the state, and Sothmann responded that the telehealth investment among community hospitals is another possible pathway for the LGC to reach outlying, underserved areas. Muller agreed to investigate this with MUSC. Book said the counties prefer face to face. The Citadel is currently teaching in Jasper County face to face. Muller and Program Director Dan Ouzts have an appointment with Berkeley County superintendents in mid-July, as this could generate instruction at the LGC as a preferred location over Berkeley teachers driving downtown.

Book presented figures in a table she distributed to Board members, illustrating that it took The Citadel three years to breakeven in Project Management, and marketing expenses of \$40,000 are

ongoing. To date, The Citadel has already spent in recent months \$117,000 in launching its three new graduate degrees and nine certificates in engineering. The Citadel is still considering whether it will be offering these programs at the LGC because of the 5% assessment fee approved by the Board in 2014. Muller commented that if the LGC location triggered just two new student enrollments in graduate engineering, the incremental tuition would generate sufficient dollars to cover the fractional assessment charge for use of the building and its services. Qualitative and quantitative research shows it is a significantly more preferred location over anything downtown. Gibbison asked why The Citadel launched so many new programs at once, compounding its expense outlay and diluting its effect. Book responded that this was necessary because of the “fishbone model” followed at The Citadel in this program expansion.

- **Clemson University** – Muller is not sure the new classroom facility at CURI will be ready for the start of classes in the fall semester. At Clemson’s request, we are safeguarding as much classroom space as possible for Clemson as long as other, ongoing programs are not impaired.
- **Anderson University** – The Master in Criminal Justice will be launched shortly, with classes beginning in January 2017. A prospectus for the new location has been submitted to The Southern Association of Colleges and Schools (SACS,) housed in the School of Public Service & Administration. Anderson will be charged the same 5% fee as USC and Clemson.
- **Medical University of South Carolina** – MUSC has renewed its interest in managing the new graduate certificate program in Child Wellness & Obesity Prevention, most likely to be housed in its Department of Public Health, in lieu of The Citadel. Muller met in early June with clinicians in the Department of Pediatrics and behavioral science researchers in Public Health.
- **University of South Carolina** – Engineering is developing a new, undergraduate degree in aerospace, at the urging of Boeing, considering a 2 +2 program with Trident. Additionally, the new dean wishes to restructure its Master of Science in Engineering Management for more face-to-face instruction, if the program is to be continued at the LGC. The dean visited the LGC for a lengthy meeting in May.
- **SC State University** – The LGC can now announce its new MBA concentration in Healthcare Management. Its accreditation by SACS has been reaffirmed, and it is submitting its prospectus, like Anderson University, to SACS for approval of the new satellite location.

Report of Operations

Muller continues to seek signed, common Service Level Agreements with every institution tapping services by the LGC. It outlines hours of operation, security, IT support, food service, library services, tutoring assistance, and marketing by the LGC in support of programs at the facility. USC has signed the agreement for the university as a whole. Clemson has verbally agreed to sign the agreement and expects to deliver the signed document in July. Anderson University has verbally agreed to sign the agreement. SCSU has been similarly approached and voiced no opposition. The document has been shared as well with The Citadel and the College of Charleston.

Muller expressed concern that food service has been curtailed because of insufficient profitability for Aramark. As another expense cutting measure, students will have to pay for the copies they print. Copier access for faculty will require a code, and their respective institution will be billed. LGC has always paid for tutoring of non-College of Charleston graduate students. To provide access nationally to experts in a wider variety of subjects, the LGC has enlisted Tutor Matching Service which all graduate students may utilize. The LGC is setting aside \$500 per year for each institution for their students. This should cover

25-30 hours of tutoring sessions. A training session is being arranged by the LGC with Sonic Foundry for program directors and faculty who use Mediasite software for lecture capture and retrieval. There will no charge for the training.

Adjusted FY 2017 Budget

McGee delivered a letter on June 8th to Muller from Steve Osborne for rent to be paid by the LGC to the College of Charleston in the amount of \$378,000 for the current FY 2015-2016 and the same flat amount for FY 2017. Muller generated a counterproposal to ask for the same flat rent for the coming four years, with no additional occupancy charges levied against the LGC. The counter proposal by email was shared with the full Board. McGee stated another conversation needs to take place for such cost shifting, as such a decision is dependent upon the model of the new Consortium Agreement.

Board Action: Change of Agenda

McGee asked to amend the meeting agenda to move directly to Restructuring of the Consortium Agreement. Motion was made to amend the agenda by Seckinger. The motion carried by unanimous consent.

Signing of the Addendum Extension and Restructure of the Consortium Agreement

We have two versions before the Board of the Addendum Extension of the Consortium Agreement. The first version with the June 30, 2017 date agreed to on June 8th was prepared by Chief Counsel at The Citadel. A second version was brought to the meeting by McGee, prepared by Counsel at the College of Charleston with a September 30, 2016 date. McGee said that President McConnell is willing to sign the latter version with the three-month extension. Gibbison asked if discussion of the June 8th meeting was shared with President McConnell. McGee responded that President McConnell is open to a more inclusive Board and supportive of broader governance. Sothmann stated that it is inevitable that the LGC serves a broader mission.

McGee agreed, adding that to be community-driven requires greater input from local employers. Board turnover is a good thing. He believes that Gen. Rosa and President McConnell should meet in July to discuss this. Sothmann said that Dr. Cole needs to be informed of the outcome of that meeting between the two presidents in July, adding he agrees that discussion and a decision by the presidents is essential. Referring to a draft of a new Consortium Agreement provided to the three provosts jointly by Muller and Gibbison earlier in the week, Sothmann commented that the provosts must advise their respective presidents very quickly on this revised consortium structure. Gibbison said that if edits/comments are supplied to him and Muller in a week's time, a document can be quickly turned around and shared with the full LGC Board for its consideration and action.

Board Action: Motion

Sothmann made the motion that the version of the Addendum Extension with three months to September 30, 2016 be adopted and signed by all three presidents. The motion was seconded by Harrington and carried by unanimous vote.

Adjournment

McGee noted all meeting dates arranged for FY 2016-2017, asking that different locations be considered for Board meetings to optimize future attendance.

LGC Board of Directors Meetings 2016 – 2017

Sept. 28, 2016	2 – 4 p.m.
Feb. 8, 2017	2 – 4 p.m.
May 24, 2017	2 – 4 p.m.

LGC Academic Affairs Meetings 2016 – 2017

Sept. 13, 2016	3 – 5 p.m.
Jan. 18, 2017	10 a.m.–12 p.m.
May 2, 2017	2 – 4 p.m.

With no further discussion McGee motioned for adjournment. The meeting was adjourned at 11:46 a.m.

Respectfully submitted,

Patricia Simpson, Board Secretary