

**BOARD OF DIRECTORS MEETING
MINUTES**

**February 26, 2014
Lowcountry Graduate Center Room 130**

Board Members Present:

Cherry Daniel – Trustee, College of Charleston

Sam Hines – Provost, The Citadel

George Hynd – Provost, College of Charleston

Allison Dean Love – Trustee, The Citadel (*via conference call*)

Douglas Snyder – Trustee, The Citadel (*via conference call*)

Joseph Thompson – Trustee, College of Charleston

Darlene Shaw – Interim Board Member for the Provost (Mark Sothmann), Medical University of South Carolina

Michael Stavrinakis – Member, Board of Trustees – Medical University of South Carolina

Board Members Absent:

Barbara Johnson-Williams – Member, Board of Trustees – Medical University of South Carolina

Ex-Officio Members Present:

Godfrey Gibbison – Dean, College of Charleston North Campus

Nancy Muller – Lowcountry Graduate Center (LGC) Director and Associate Dean

Bill Scarborough - Commission on Higher Education (CHE) Representative

Others Present:

Staff -

Bronwyn Barron – Non-Credit Registrar/Director of Facility Operations

Donna Cattell – Business Manager

Chris Duncan – Marketing Coordinator

Alice Hamilton – Director, Center for Continuing and Professional Education

Clayton Nagy – System Support Technician

Patricia Simpson – Student Services Coordinator

Sue Sommer-Kresse – Consultant

Guest -

Ashley Barker (Staff Reporter, Charleston Regional Business Journal)

Appropriate Notice was given and this organizational meeting was compliant with the statutes regarding public meeting laws. A quorum was present. The meeting was called to order by George Hynd at 9:00 a.m.



I. Welcome

(George Hynd)

At 9:00 a.m., George Hynd welcomed the members of the Lowcountry Graduate Center Board (the “Board”) and new Board members: Michael Stavrinakis and Barbara Johnson-Williams. All Board members in attendance were asked to introduce themselves.

This is the last Board meeting over which George Hynd will preside. In accordance with the Consortium Agreement, beginning March 2, 2014, Sam Hines assumes Board chairmanship and will serve as the new chair of the Academic Affairs Committee for the next two years.

II. Approval of September 30, 2013 Board Meeting Minutes

Joe Thompson moved to accept the minutes of the September 30, 2013 meeting, and Darlene Shaw seconded the motion. (Allison Dean Love subsequently noted the need to correct a reference to approval of the June 4, 2013 Meeting Minutes, as opposed to September 30. She also asked if there was a Board action immediately after coming out of executive session, to which Dr. Hynd replied there was no formal action.) The minutes were unanimously approved, as corrected.

III. Academic Affairs Committee Report

(Nancy Muller)

The Academic Affairs Committee met in December 2013 and again in January 2014. Nancy Muller summarized minutes previously distributed to the Board and included in the Board binder.

At the December meeting, the topics of discussions were new collaborative programs and the need for an increase in appropriations from the State. It was decided to speak with the financial officers from our three member institutions to develop a game plan. This strategy became the primary focus of the January meeting. It was then decided to request a meeting with Bobby Harrell to discuss our financial needs.

IV. Enrollment Report

(Nancy Muller)

Dr. Muller presented the Enrollment Data Report based on the fall 2012 – summer 2013 enrollment. It was estimated enrollments generated \$1.8 million in tuition to the three institutions with active graduate programs (CofC, The Citadel, and University of South Carolina).

Dr. Gibbison reported that the graduate program in Communication will be moved downtown to the College of Charleston’s Main Campus. Enrollment at the LGC for the Communication program will be eliminated. Dr. Hynd explained the College’s external accrediting body wanted them to make a decision on where the program would be offered instead of offering it in two places. As a result of a greater focus on preparation for doctoral studies, the student base has shifted from part-time working students to full-time student’s downtown.

Dr. Gibbison stated that on the undergraduate side the class enrollments are steadily growing along with the Continuing Education and Professional Development programs.

Dr. Sommer-Kresse noted that there has been a decrease in rentals. She explained the Medical University of South Carolina had rented space for their computer training that was responsible for the increase in the rental numbers for a couple of years. MUSC will be doing computer training again in the spring and that will increase the numbers. The new facility will offer additional rental opportunities with greatly expanded space.



Dr. Shaw asked about the declined enrollment in Computer Science in light of community demand for more graduates in computer science. Dr. Muller explained the joint computer science degree program had not been aggressively marketed. Dr. Hynd reported that Dr. Rene McCauley is going on sabbatical and that Tony Leclerc is the College's new program director of Computer Science for the joint degree program. Dr. Sommer-Kresse added there are plans to increase the Computer Science undergraduate enrollment with scholarship incentives and some of those students will be interested in the graduate program.

Dr. Hines reported that The Citadel's Computer Science department is adjusting its Master's program to include more cyber security which will hopefully attract the non-traditional master's level student in the corporate world.

Dr. Muller noted that falling enrollments illustrate why it is so essential to continually work on program development. The region's relatively limited population size also limits the enrollment growth it can sustain for any single program over time.

V. Director's Report **(Nancy Muller)**

A. New programs under development for the Lowcountry Graduate Center:

- Master's Degree in Engineering Management
- Master's Degree in Systems Design
- Graduate Certificate Child Wellness & Obesity Prevention
- PhD Program in Higher Education and PhD Program in Education K-12
- Graduate Certificate in Sustainable Public Infrastructure for Urban Development

Dr. Muller summarized the potential new programs as follows:

- **Master's Degree in Engineering Management and Master's Degree in Systems Design have been approved by the Commission on Higher Education**

Several core courses in both these new USC degree programs replicate courses by The Citadel and the College of Charleston in either the Project Management Program or the joint degree in Computer Science and Information Technology.

We are recommending that USC, The Citadel and College of Charleston faculty work together to avoid duplication and make efficient use of faculty resources. A meeting is scheduled for March 10 with USC, The Citadel and College of Charleston Deans and Program Directors to discuss how to structure these programs to serve graduate students in the Charleston area, while minimizing reliance on USC faculty forced to travel from Columbia.

- **Graduate Certificate in Child Wellness & Obesity Prevention**

It is envisioned that faculty from MUSC, The Citadel and College of Charleston would teach in this program, and the graduate certificate would be offered through MUSC. The next step is to confirm MUSC's interest in the program and willingness to host the degree's program director. A meeting with Dr. Janice Key at MUSC is scheduled for February 28.



- **PhD Program in Higher Education and PhD Program in Education k-12**

The core courses for these two programs offered by USC are the same. The Education Specialist (EdS) degree offered by The Citadel can be applied to the PhD program; however, the EdS would not be considered an automatic acceptance into the PhD program.

USC faculty would offer the courses at the LGC in a six week format; providing two courses each semester.

USC is requesting funding from the LGC for faculty travel. Although the LGC may provide a program start-up grant as it has in the past for other new program development, direct reimbursement for USC faculty travel was not supported.

- **Graduate Certificate in Sustainable Public Infrastructure for Urban Development**

Course offerings would address the linkages between urban transportation, reduced traffic congestion, healthier lifestyles, and smart land use. As envisioned, it would address issues of importance for city, county, and regional planners, real estate developers and transportation consultants. The next step is to solidify program requirements based on existing courses at The Citadel and the College of Charleston and subsequently assess interest from selected employers in the region. The Citadel wishes to host the program.

B. Collaboration with Clemson

In an effort to foster collaboration with Clemson University, Nancy Muller and Godfrey Gibbison will meet via conference call in early March with the Dean of the College of Engineering and Elizabeth Colbert Bush, Director of Business Development.

C. Presentation by Dr. Muller to the Commission on Higher Education (CHE)

Nancy Muller presented a summary of the programs, budget, and plans for the LGC at the CHE meeting in Columbia on February 6, 2014. LGC Board members Darlene Shaw, George Hynd and Bill Scarborough attended this meeting. The CHE members requested more information about the business models of the LGC and the University Center of Greenville which is a 501c3 non-profit organization, and this will be the subject of a follow up visit with the CHE later in the year. Nancy Muller held a teleconference meeting on February 19th with Rick Sutton to share more details about efforts to structure new programs and to begin assessing partner institutions for their usage of the facility and LGC services.

D. Budget Request to Legislature

Nancy Muller reviewed the additional recurrent expense monies totaling \$350,000 which had been shared with House Speaker Bobby Harrell (included in the Board binder) to cover the projected operating budget deficit FY 2014 – 2015, market research, new web site construction, and new program development costs. Speaker Harrell indicated that he would support this request for recurrent funding, but recommended that the LGC be willing to accept non-recurring funds. Nancy also noted that the LGC's appropriations budget has been reduced by 44% from its peak funding by the State.



E. Program Assessment Fees

At its September 2013 meeting, the Board approved a 15% assessment of tuition and fees on all programs offered by non-member institutions and on growth and new programs offered by member institutions. Under this new policy, USC's Master of Social Work Program is the largest non-member program offered at the LGC and would be assessed \$88,000/year based on the anticipated 2013-2014 enrollments. In her meeting with Nancy Muller in early February, the USC Dean indicated that these tuition dollars are not returned to the program, and that this assessment must be approved by the Provost. Bill Scarborough suggested that the fee could be phased in over a two to three year period, if necessary. Dr. Sam Hines, Board Chair, will meet with the USC Provost to discuss the assessment of fees. Dr. Shaw suggested that a report illustrating the cost of rent, technology, personnel, library and other services be provided to support the fee assessment request, and Nancy Muller agreed to provide this to Dr. Hines before his meeting in Columbia.

VI. Integrated Marketing Plan (Nancy Muller)

Dr. Muller was joined by Chris Duncan to review the integrated marketing communications plan for the FY 2014-2015 that was included in the Board binder. A Request for Proposals (RFP) for the new LGC website has been initiated through the College of Charleston Procurement Office. We will use social media tactics to drive traffic to the website. Bill Scarborough suggested linking the website to the local Chambers of Commerce and the Charleston Regional Development Alliance to connect with the economic development opportunities in the region.

The plan includes an informal open house in the new facility in September for faculty, students and the LGC Board. Once the building is completely outfitted, a public formal open house is planned for which corporate sponsors could be solicited.

VII. Finance Report (Nancy Muller)

Dr. Muller reviewed the status of the current budget for FY2013-2014 as presented in the Board binder. She noted that it does not include funding for marketing, the new website or professional development for staff.

She then discussed the projected budget for FY2014-15 that includes \$113,750 for the advertising and website development plan, \$9,000 for a market analysis and survey, and \$10,000 for special events. This projected budget also provides \$20,000 for additional professional development for staff. Although the LGC is moving to a new facility, the amount allocated for lease payments has remained the same. If the LGC continued to pay for the same percentage of space in the new facility, an additional \$142,939 would be added to the expense budget.

Additional funding from the legislature is required to meet the projected budget needs.

Board Action: Allison Dean Love moved to allow the LGC to spend up to \$310,000 in carryover funds for marketing, website and program development. Cherry Daniel seconded the motion. After discussion, the motion was amended to approve spending up to \$310,000 from the reserve funds if the legislative request for \$350,000 is not received. The motion, as amended, passed unanimously.



Col. Love asked that more measurable methods of assessing achievement of goals be developed, including a “peak performance matrix” to illustrate how the LGC will grow programs. She added that the budget should reflect the true cost of LGC operations.

VIII. New Facility Report

(Godfrey Gibbison)

Dr. Gibbison reviewed slides of the new facility which is under construction at 3800 Paramount Drive in North Charleston (exit 15 on I-526). The 50,000 square foot building sits on a six acre site with easy access to the interstate. New features include: a meeting room that seats 150, a cafeteria that will have healthy food options, storage for students, library with tutoring rooms, breakout space for student study groups, nine visiting faculty offices and a family restroom. The College of Charleston’s Information Technology Department is responsible for the technology. The new building will increase the number of classrooms by five and provide two additional computer labs and increase the available square footage by 40%.

Construction is on schedule with occupancy for fall courses available on August 1. All building components must be completed no later than January 1, 2015, in accordance with our contract.

Dr. Shaw inquired about online testing capability. Dr. Gibbison indicated that Prometric which offers the MCAT, DSST and other testing receives our referrals. Prometric is a U. S. company in the test administration industry with over 10,000 sites in 160 countries. It has centers in West Ashley and North Charleston.

On the topic of security at the new location, Dr. Gibbison explained that the College of Charleston’s Public Safety Department will be on campus in the morning, 4:00 to 10:00 p.m. in the evenings, and all day Saturday. Dr. Gibbison and Dr. Muller met with North Charleston Mayor Summey to request additional surveillance by the North Charleston Police Department. According to Mayor Summey, the City has a policy that the North Charleston Police Department will have an officer presence on all public school campuses, so the new campus will be covered as well.

IX. Other Business

Bronwyn Barron clarified that the enrollment information on the Total Facility Usage Report was not correct for Continuing Education. The report was developed by calendar year data, so the February 2014 would show the enrollments to-date for only two months. This is the reason enrollment numbers appeared to decline. (This corrected table is attached to the minutes for the files.)

Dr. Gibbison reported for Alice Hamilton, Director of Continuing and Professional Studies, that the JobBridge Program, designed to equip students with skill sets upon graduation to help them with job searches, has three new courses: Digital Marketing and Social Media , Sales and Negotiation, and Non-profit Fundraising. These Job Bridge courses are open to the public, including alumni, employees, and current students. Each program is 30 hours of classroom instruction for \$675.

Dr. Hynd announced that the next LGC Board Meeting is scheduled for June 12 but it may conflict with other member board meetings and need to be rescheduled. Dr. Muller said that she



would research this and apprise the LGC Board members of any necessary changes in 2014 Board meeting dates.

Allison Love noted that the LGC brand should be carefully defined and clear as we move forward.

Allison Dean Love made the motion to adjourn, and Dr. Daniel seconded the motion. The meeting adjourned at 11:00 a.m.