

## **BOARD OF TRUSTEES OF LANDER UNIVERSITY**

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

Friday, December 11, 2015  
2:30 p.m.

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

**Members of the Board in Attendance:** Mr. Robert Barber  
Mrs. Holly Bracknell  
Mr. Cary Corbitt  
Dr. Linda Dolny  
Mrs. Catherine Frederick  
Mr. Ray Hunt  
Mr. Don Lloyd  
Mrs. Mamie Nicholson  
Mr. Claude Robinson  
Dr. Robert Sabalis  
Mr. George R. Starnes  
Dr. DeWitt Stone  
Mrs. S. Anne Walker

Absent-

Mr. Bobby Bowers  
Mrs. Marcia Hydrick  
Mr. Maurice Holloway

**Others in Attendance:** President Richard E. Cosentino; Dr. David Mash, Vice President for Academic Affairs; 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; Mr. Jeff May, Vice President and Athletic Director; and Ms. Kimberly Chitwood, Administrative Assistant, President's Office.

**Guests:** Mr. Tom Covar, Controller, Dr. David Gardner, Chair, Faculty Senate; Ms. Megan Price, Director, University Relations and Publications; Mr. Eric Lawson, Office of University Relations and Publication; Mr. Matt Braaten, Office of the President; and Teri Lawson, Nursing Faculty.

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 2:40 p.m. by Chair Lawrence who acknowledged and welcomed all guests. Chair Lawrence would like to point out that a travel voucher may be signed off and monies donated to The Lander Foundation.

### **Special Guests and Recognition:**

Chair Lawrence welcomed and introduced two Mass Communications students, senior Ann Scott O'Brian and junior Lynn Hohn, and their teacher, Mr. Paul Crutcher, XLR Lander Radio Manager. Chair Lawrence and Mr. Crutcher shared that Ms. Scott and Ms. Hohn participated in the 2015 College Broadcasters Incorporated national conference in Minneapolis as finalists in the Short Form Audio Documentary/Public Affairs category. Ms. O'Brian received the first place award out of hundreds of entries from the biggest schools in the nation.

The board gave them a round of applause and presented each with a letter of commendation for their achievements.

### **Dates to Remember:**

February 20, 2016 – Homecoming  
March 18, 2016 – Lander Athletic Bearcat Auction  
March 21, 2016 – Inauguration of President Cosentino at 4:00 p.m.  
March 22, 2016 – Board of Trustees Meeting

Renewals of board license plates for 2016 are due.

Letters of Intent to run for board seats must be hand delivered to Senator Peeler's office by December 31, 2015.

**MINUTES:** IT WAS MOVED and seconded that the minutes of the last meeting, Tuesday September 22, 2015, be approved. One date correction on page 4 noted – 12. June 2016. A vote was taken; the motion carried unanimously.

**ACADEMIC AFFAIRS:** Mr. Robert Barber reported on behalf of the Academic Affairs Committee. He 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.) Mr. Barber highlighted the following:

- SACSCOC Teams continue to prepare for the 10-year reaccreditation review. Our reports to SACSCOC are due June 2016.
- Encouraging dialogue, work and cooperation is taking place between our faculty, staff and administration with Piedmont Technical College.
- Financial analysis being done for all academic programs and majors, and results of that will be presented at the end of the academic year.
- President Cosentino is currently working on a strategic plan for the university which will be discussed by the President later in the meeting.

**GOVERNMENTAL RELATIONS:** Mr. Don Lloyd called attention to the report from Governmental Relations, which was distributed earlier. (A copy of the report will be made a part of the official minutes). Mr. Lloyd highlighted the following:

- Acknowledged the great work of Adam Taylor and the activity he continues to do with our legislators for the university.
- The committee looked at Lander's proposed budget requests for FY 2016-17 that will be presented to the House and Senate subcommittees in early 2016.
- There have been 253 bills pre-filed and many are directed towards higher education. Adam will be following these closely and will keep the board informed on those that may impact higher education and Lander.

**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). He then highlighted the following:

- The committee heard the budget report from Tom Covar and reviewed two action items.

Mr. Lloyd stated that the Finance and Facilities Committee has one action item to bring before the Board for approval as a recommendation out of committee. He then presented the following action item:

**1. Proposed Amendment #1 to the E&G, Restricted, and Auxiliary Enterprise Budgets:** Mr. Lloyd presented the motion out of committee for approval of amendment #1 to the E&G, Restricted and Auxiliary Enterprise Budgets. The changes are for the allocation and receipt of two revenue sources to the E& G fund – one allocation from the state to cover faculty and staff bonuses and another was a reallocation of the reserve fund for parking. There were also some adjustments with existing grants.

IT WAS MOVED that the proposed amendments be approved as presented. The motion carried unanimously.

Jeff Beaver also reported to the committee on the current improvement projects:

- Dorm is live and online
- Plaza Phase 1 project is complete and we have moved on to Phase 2 which is on schedule and on budget.
- Roof work on Barrett Hall and Genesis is underway. The crews are working diligently in a manner that does not upset the academic time of our students.
- Asphalt safety issues addressed at Thomason.
- Summary of the audit report was received. Copies available to all board members. The report included unmodified opinions. There was a test of internal controls and those tested were deemed to be appropriate. There is a concern regarding the resources for a delegation of duties, but that is being worked on internally with staff. There also was a special procedures audit related to state funding of state scholarships and an NCAA review. There were no adverse findings. There were no recommended audit adjustments of material amounts by the auditors.

**INSTITUTIONAL ADVANCEMENT COMMITTEE:** Mr. Cary Corbitt called attention to the report from the Office of University Advancement, which had been distributed earlier. (A copy of the report will be made a part of the official minutes.) He then highlighted the following:

- Studying the cost of running the operation of university advancement and the cost of raising a \$1.
- Annual giving is up compared to last year. Vice President Ralph Patterson expects additional dollars to be received by year end.
- The Lander Lily Luncheon was held last week which raised money for scholarships.
- The Young Alumni Association held an Ugly Sweater Party and contest which raised money as a community service project for Bowers Rodgers.
- On December 15, The Foundation will launch a new campaign from the Lander Alumni Association which is called the 15-15-15 Campaign. The goal is to raise \$15k in 15 days in 2015. The campaign will be managed by Myra Greene. If the alumni board can raise the 15k, there has been a very generous donor offer to match with 15k. A challenge has been issued to the Lander University Board of Trustees to also contribute 15k and to the Lander Foundation Board to contribute 15k, which

will raise a total of 60k collectively. These funds donated can be allocated to whatever area desired.

- Habitat for Humanity Housing Project at Lander is in need of funding and Linda Dolny discussed a collective Board of Trustees gift towards this project. A donation can count towards the 15-15-15 campaign with an allocation request to this project. George Starnes commented that if this is something the board endorses, then the contribution needs to be significant. A powerful statement can be made if done collectively.
- A letter is in each board member packet with the total of each board members donation for the year and the information on the 15-15-15 Campaign.

**STUDENT AFFAIRS COMMITTEE:** Mr. Claude Robinson 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:

- Family Day – over 850 in attendance.
- Counseling Services - Already 104 served this semester in counseling services. Numbers are up and they are looking into possible reasons for this. Health services numbers up as well.
- First Annual Campus Tree Lighting – estimated over 600 in attendance. President Cosentino commented on the phenomenal Campus Tree Lightening event that Randy and his department put on that was very well attended by our students and the community. Our students had fun which is important for retention.
- There are over 55 registered student organizations on campus and they do a lot in and for the Greenwood and surrounding communities in relation to service.
- President Cosentino commented on the overwhelming number of students and faculty that give service hours to this community and Jessica Cosentino is working with staff to develop an online system of tracking these hours and showcasing what our students do out in our community. The idea of a service hour requirement for all students was discussed. Other institutions have a service requirement. Jeff May commented that Athletics requires a minimum of 8 service hours per student athlete and most do much more.
- Discussed Equestrian Center – there are currently 29 students that participate with the Equestrian Team.

**INTERCOLLEGIATE ATHLETICS COMMITTEE:** Mr. Claude Robinson 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:

- The volleyball team and men's soccer team both earned an entry into their respective tournaments.
- Basketball season is underway and off to a good start with men's basketball at 7-2 and women's basketball at 5-2.
- Women's Cross Country being added to sports lineup. The women's golf team will not be a team at Lander going forward. It was hard to maintain the numbers to sustain that program.
- 228 student athletes represented at Lander. This number includes fifth year seniors.
- President Cosentino commented on the recent vote by Peach Belt Presidents not to allow Auburn Montgomery into the Peach Belt Conference. The increase cost of travel to the universities did not make sense. Discussion took place.

**FACULTY SENATE:** On behalf of the Faculty Senate, Dr. David Gardner, Chair of the Faculty Senate, commented:

- There is not a lot to present from the Faculty Senate, much of their time is spent discussing changes to the faculty handbook and at the next meeting a change in the handbook will be presented to the board for approval.

**OTHER BUSINESS:** Several action items were presented for board approval.

### **Honorary Degree Policy**

A list distributed to board members of all those that have received honorary degrees and medallions of honor from Lander University. The original draft of the proposed honorary degree policy from the ad hoc committee, along with written comments and/or suggested changes from Jack Lawrence, DeWitt Stone and Robert Sabalis, were also included in board folders. Detailed discussion took place regarding these comments and proposed changes. A proposal was presented that this policy go back to committee to consider the opinions brought up in discussion and that a new draft be brought before the board for a final vote

and approval at the next board meeting. Others felt a vote for an approval of the policy with noted changes should be taken now.

Jack Lawrence wanted to be sure that the consideration of an individual for an honorary degree can be initiated by a board member as well as by faculty and the President through the university honorary degree committee.

Dewitt Stone recommended the vote be a 2/3 vote rather than just a straight majority. Discussion took place.

Discussion took place on making a distinction regarding elected officials and years of election, and whether this should be part of the policy or not. Several voiced that the board can consider and discuss any political elements for each recommendation and then vote accordingly.

Bob Sabalis suggested that board members receive information on the rationale from the people who made the nomination as to why the nomination was being made based on the criteria that is being established in this policy. Why is the person being considered? What distinguishes this person? What are their accomplishments, etc?

Faculty Members should be in the majority on the committee and the current draft has 2 to 3 of a 5 person committee.

President Cosentino shared that moving forward a recipient of an honorary degree needs to be a distinguished and successful person—someone that is known, someone that helps the enrollment of the institution and the visibility of the institution.

After much discussion, Don Lloyd presented a motion out of committee for the board to approve the original draft of the honorary degree policy presented by the ad hoc committee in December 2014 with the following noted changes:

1. The majority of the honorary degree recommendation committee will be 3 faculty members, the President of the University and the Vice President of University Advancement.
2. Any member of the Board of Trustees can make recommendations that will go to the committee for consideration.
3. Subject to a majority vote by the Board of Trustees, and
4. No time limitations relative to potential political awardees and their political activities.

IT WAS MOVED that the proposed Honorary Degree Policy be approved as presented above, vote taken, motion carried 13-1.

## **University Mace**

Lucas McMillan presented the idea of having a university mace created for Lander that came out of discussion of the inauguration committee as they plan for the upcoming inauguration of President Cosentino. A mace is a symbol of authority in the academic world. The board of trustees as the governing authority of the institution is asked to formally endorse the creation of a mace for Lander University and the commissioning of art professor Doug McAbee to create the mace. The faculty collectively will donate the funds to do so.

IT WAS MOVED (Barber), and SECONDED (Walker), that the board approve and support the creation of a mace for Lander University. Motion carried unanimously.

## **Conflict of Interest Statement**

Dr. Mash stated that this is an important matter in relation to our compliance with SACSCOC, but in the interest of time it can be delayed until March 2016 meeting. The conflict of interest statement will be explained and discussed at the March 2016 board meeting and signed and collected from all board members at the June 2016 board meeting.

## **Amendment to Lander University Board of Trustees By-Laws**

1. Addition of the word 'South' to the first line of Section 1 – Board Organization 1.1 which reads, “in accordance with the State of Carolina...” but should correctly read, “in accordance with the State of South Carolina...” This current omission was left out as a scrivener’s error.
2. Addition of a new paragraph 1.18 which will support compliance with SACSCOC Comprehensive Standard 3.2.5 (Board Dismissal.) This addition to the By-laws is directly governed by SC Code of Laws 1-3-240 and the wording below is taken from this statute.

1.18 - Any Member of the Board of Trustees is subject to being removed from office by the Governor of South Carolina if that member is guilty of malfeasance, misfeasance, incompetency, absenteeism, conflicts of interest, misconduct, persistent neglect of duty in office, or incapacity pursuant to Section 1-3-240 of the South Carolina Code of Laws.

IT WAS MOVED (Walker), and SECONDED that the requirement of a 30 day notice of by-law changes be waived, so that a vote can be taken on above amendments today. Motion carried unanimously.

IT WAS MOVED (Lloyd), and SECONDED (Hunt) that the two amendments to the By-laws be approved as presented above. Motion carried unanimously.



## **12<sup>th</sup> President**

Dr. DeWitt Stone referred a handout in the board packets that lists the history of all the Presidents of the university. Dr. Stone has been working on a timeline history for the Lander website, and in doing so he quickly noticed that Dr. Cosentino should be the 12<sup>th</sup> President of Lander University rather than the 13<sup>th</sup> President. Dr. Stone further explained that in the late 1960's an error was made in the catalog list of past presidents, which had previously listed Lawton as an 'Acting President' and then the word 'Acting' disappeared which led to Dr. Jackson being misnumbered as 10<sup>th</sup>, Dr. Moran as 11<sup>th</sup>, and Dr. Ball as 12<sup>th</sup> President of Lander University. In light of this information, Dr. Stone suggests that the board install Dr. Cosentino as the 12<sup>th</sup> President of Lander University. Chair Lawrence would like to address this as a motion to be voted on for official board approval.

IT WAS MOVED (Stone), and SECONDED (Nicholson), that President Richard Cosentino be installed as the 12<sup>th</sup> President of Lander University, which will correct a previous error in the numbering of Presidents in Lander's history as presented above. Motion carried unanimously.

**PRESIDENT'S COMMENTS:** Chair Lawrence called upon President Cosentino for comments.

**School of Nursing with its own Dean** – Dr. Cosentino commented that our school of nursing is very impressive, they are extremely hard working and make a significant contribution to the institution, insomuch as 1 out of 4 students that come to Lander aspire to be a nurse. President Cosentino wants to maximize this and use as a marketing tool. Currently our nursing school is a school in name only and it is a part of the college of science and mathematics. Dr. Cosentino wants to create and grow a signature Nursing Program, with its own dean, who will have fundraising duties to grow and expand the program in a significant way.

**Budget Requests for FY 16-17** – Packets distributed with a summary of budget requests Dr. Cosentino intends to present to the General Assembly for FY 16-17 and a timeline of the Legislative Funding Cycle.

**Non-Recurring Request** - President Cosentino stated he will not be asking for nonrecurring funds for Montessori or Equestrian, but he will be asking for 1.2 million for Science and Nursing Equipment.

**Recurring Requests** – Dr. Cosentino explained Lander's requests will be for new programs that are in line with issues and programs that are of interest to our legislators.

- 1.) Rural/At Risk Nursing Initiative - \$500,000 – Certificate program which will make our nursing graduates even more valuable. There is a need in rural SC for nurses that have expertise in addressing health issues unique to rural communities.

- 2.) Employment Center Initiative– \$400,000 -- Launch a program that will help our students have jobs at graduation.

Capital Requests – Dr. Cosentino stated that we will look to renovate and add to what we have rather than build new. We have had architects visit the campus and provide feedback on remodeling and expanding the facilities that we currently have. We will start in phases and include these plans with our requests.

- 1.) Student Center: Addition/Renovation      \$7,500,000
- 2.) Nursing Building: Addition/Renovation      \$5,000,000

### **Scholarships/Financial Aid –**

Dr. Cosentino commented that scholarships are very complicated in the way they are given out. A handout on Financial Aid/Scholarship Snapshot as of December 2015 was distributed. Dr. Cosentino explained that we need additional scholarship money to support enrollment initiatives. Discussion about the following:

- Consultant: Discussed bringing someone in who can develop a methodology and advise us on whom to give what amount for best results.
- Abatement/Waivers
- Federal Loans
- State Scholarship/Grants
- Work Study – hire students for on campus work
- Private Aid/Alternative Loans
- Federal Grants (Pell)
- Lander University Scholarships
- Cash / Credit Card

Dr. Cosentino commented:

Only 15% is under our control - the abatement/waivers, the work study, and Lander Scholarships. Bottom-line – Need to increase scholarships.

### **Mission/Vision and Goals (handouts)**

President Cosentino distributed several handouts defining and detailing the difference between core values, mission and vision statements, and goals.

Definition of mission and vision discussed.

A mission statement describes what your institution actually does. Our current mission statement is too long; we need to do a better job. The message needs to be short and crystal clear. Handouts include examples of 50 mission statements of top nonprofit organizations.

A vision statement describes what an institution aspires to be. Examples of 30 vision statements in packets.

What does Lander aspire to be? In 15 years what do we want to be? Who are we now?

Dr. Cosentino stressed the importance of developing a strong and relevant strategic plan for Lander University. Ralph can't raise money without a capital campaign and that capital campaign directly has to support a strategic plan.

Handout of Peer Groups distributed. Must focus on our competition and be informed about who is doing best at what.

Dr. Cosentino stressed that a Strategic Plan has to be measurable and actionable. He then shared the preliminary framework of his 15-Year Vision and discussed the following University focus areas and targets:

Vision Target Areas:

- Outstanding academic experience in the classroom – top academics, strong faculty (currently our best attribute)
- Robust student experience outside the classroom. Is it fun? We need to make it more fun.
- Employer of choice – pay well
- Students who have a positive impact on society
- Vital economic impact on community
- Cultural impact – we do a lot and we aspire to do better
- Bigger is better – details matter

Brand Target Areas:

- Academics
- Cost (ROI) - Good education without high debt
- Fun, rewarding experience
- Employability (market, grad school)

Focus Areas for a Firm Foundation:

- Increase Enrollment – we hired a VP for Enrollment, we set aside money for increased marketing, and we hired more admission counselors.
- Increase Retention Rate
- Fundraising/Capital Campaign – we will kick one off but in a thoughtful way and after we have our strategic plan worked out.
- International Programs – It creates a robust experience on campus. A successful program should generate cash for the institution and ours currently is a loss.
- Veteran Program – We are kicking off a program and high level of confidence in its success. We have hired a specialized veteran recruiter that will help them every step of the way. The program will have living and learning communities, counselors, etc.
- Out-of-State Recruiting.
- New Signature Programs
- Online Programs
- Employment Center

From 2016 – 2018, there will be a focus on spending only if ROI.

Dr. Cosentino shared that he has been meeting with the faculty, deans and chairs. We are identifying signature programs. What do they want to invest in? What can they do presently to attract more students if given the resources? Example: living community for art students as a way to attract art students.

Discussed current programs to revitalize/invest and the types of new programs to introduce.

**ADJOURNMENT:** Motion made, and seconded, the meeting was adjourned at 6:00 p.m.

**NEXT MEETING:** Tuesday, March 22, 2016