

**BOARD OF TRUSTEES OF LANDER UNIVERSITY**

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

Tuesday, September 22, 2015  
10:30 a.m.

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

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

Absent-

Mr. Robert Barber  
Mr. Maurice Holloway  
Mr. Don Lloyd (attended Retreat 9/21)

**Others in Attendance:** President 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; Mr. Jeff May, Vice President and Athletic Director; and Ms. Kimberly Chitwood, Administrative Assistant, President's Office.

**Guests:** Dr. David Gardner, Chair, Faculty Senate; Ms. Megan Price, Director, University Relations and Publications; Mr. Dave Lorenzatti, Office of University Relations and Publication; Mr. Matt Braaten; Office of the President. 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 11:10 a.m. by Chair Lawrence who acknowledged and welcomed all guests. Chair Lawrence would like to point out that your travel voucher may be signed off and monies donated to The Lander Foundation.

Dates to Remember:

November 12, 2015 - YMCA Prayer Breakfast – Dr. Cosentino Keynote Speaker

November 13, 2015 - Eleanor Shiflet Teal Scholarship Banquet

December 11, 2015 - December Board Meeting

December 12, 2015 - Commencement Ceremony

**MINUTES:** IT WAS MOVED and seconded that the minutes of the last meeting, Wednesday, June 17, 2015, be approved. A vote was taken; the motion carried unanimously.

**PRESIDENT'S COMMENTS:** Chair Lawrence called upon President Cosentino for comments. President Cosentino commented that his detailed report was given during the retreat yesterday, but he will summarize the items discussed for the record today.

1. Branding – ran out of time yesterday so would like to discuss after the committee reports today.
2. Business Intelligence - Discussed at length yesterday the complexity of capturing data and predictive analytics. The cabinet is working hard on collecting information in a way that provides us some business intelligence so we can make a superior business decision.
3. FY16 Year-End Projection - Our CFO, Gary McCombs, currently predicts that we will end our year with a deficit of \$657,000. The current unrestricted reserve is \$669,946. This is our last year of a reserve. We are down over 50 students and we need to get them back. Gary's projections included \$300,000 loss and \$300,000 for hiring VP for Enrollment, recruiting additional staff for marketing, etc. Dr. Cosentino explained you can't cut your way out of trouble. You have to invest to get out of trouble. The answer for Lander isn't to cut, but it is to bring in more students.
4. 10-Year Histories - Review of the 10 year history of Enrollment and FTEs, Degrees Conferred, First-time Freshman and First-time Transfers. The current enrollment is

2705, FTE 2544 for Fall 2015, degrees conferred 2014-15 is 494, first-time freshman 559, and transfers 169.

Provost David Mash has been working every Friday for several months with PTC developing a joint marketing program, bringing our calendars into sync with one another and making sure Gen Ed courses can transfer equally. Other universities are accepting their credits and we need to accept their credits. We received 51 transfers from PTC last year and we want to see 200 or more next year.

5. Schedule of Debt - Detailed discussion covering all the areas of debt for the university – Auxiliary, Jeff May Complex, Field House, and the leases in place right now.
6. Equestrian Center – Reviewed the financial performance of the Equestrian Center since its inception in 2009. We looked in great detail at the various cost elements of the Equestrian Center, the revenues, the inventory of animals. It is a beautiful center and there were plans to take the board on a tour yesterday but we ran out of time. The students, the animals, and the work with the Burton Center are all very meaningful. Currently it is a club sport and we don't presently have an academic program out there. The issue is just one of affordability. We have been losing money out there and at the end of the year we are not going to have enough money to make a transfer there. This is an area we have been closely studying. We plan on bringing a recommendation to the board the next time we meet.
7. Montessori Program – Reviewed the operating summary of the program for 10 years. The program does make money - \$135,000. It contributes to the bottom line, but it is a very small program compared to other programs. Our Nursing program contributes over 6 million dollars. With that said, we have \$1,750,000 from the legislature that we have to either buy or build bricks and mortar. We have \$300,000 recurring funds for that program and we intend to spend \$100,000 marketing this program. We have decided that we are not going to bring 3-5 year old children to the campus. The program is going to be for instruction for our students. We are the only program in the state and the Self Family Foundation is a friend of the program and Molly Spearman the SC State Superintendent of Education is a friend of the program. We are going to make it work. The decision now is to buy or build.
8. Academic Program Comparisons - Reviewed multiple academic programs in detail and looked at program enrollment and revenue. Nursing at \$6,442,222. Discussed the idea of the nursing program becoming its own standalone school. 25-30% of our students every year are nursing aspirants. It is the economic engine for Lander University by a big margin. We think we should recruit an expert tenured professor who has experience in development of a nursing school, ranking the program, growing the program, increasing the program, and establish a more physical presence. This would be a meaningful element of a capital campaign.

9. Residential Halls: Capacity and Utilization – Our new residence hall is a beautiful state of the art housing facility. Randy Bouknight is doing a wonderful job with housing. We currently have 146 beds available. This is important to know as we establish targets for a new VP for Enrollment Management. We can bring on as many as 340 beds if we use 3 of the 7 Brookside buildings that were not in use last year and renovate them. We are 329 students lower than our biggest number ever so we know we can accommodate this.
10. Calculating The Cost to Raise a Dollar - We discussed the cost of raising a dollar, which is a challenge. Ralph is burdened with expenditures that are not related to raising a dollar and that is what we are studying. He has some debt maintenance responsibilities, some scholarship responsibilities. We want to know what we need to spend to raise a \$1.00. That will help us with our whole strategy and structure of the organization. We have been studying in-kind gifts, contribution documentation, value and inventory of our in-kind gifts, who is giving us money and how long they have been giving us money. We have been spending a lot of time on inventorying naming opportunities.
11. Faculty and Staff Numbers – We currently have 140 faculty and 261 staff. We reviewed changes in the number of faculty and staff over 8 years, changes in the number of new hires and retirements.
12. Renovation to the University Plaza – Drawing of multiple phases provided. It will take 8 months from October 2015 to complete by June 2016.
13. University Organizational Chart Changes – VP Ralph Patterson is focusing more exclusively on fundraising. VP Adam Taylor will now manage University Relations and Publications. As the new VP for Enrollment and Access Management is brought on, VP David Mash will lose responsibility for the enrollment element currently under his organization.
14. Enrollment-related Changes – Recruiting a VP for Enrollment, added more staff in admissions, investing in software we need in admissions, we are recruiting a technology staff position for admissions.
15. Presidential Initiatives: President Cosentino shared his Presidential Initiatives which included the following:
  - Presidential Goals – Dr. Cosentino and Board Chair Jack Lawrence are working to complete the presidential goals for FY15-16 for evaluation by the State Agency Head Salary Commission and by the board. Once completed they will be shared with the full board.

- Establishment of Monthly Financial Statements - CFO working on establishing standing reports that will be issued to cabinet members and shared with the board.
- Evaluation and Resolution of the Equestrian Center
- Evaluation and Disposition of the Montessori Program
- Intend to recruit a videographer, photographer, and social media coordinator
- Town and Gown Relationships
- Website redesign – more robust and manageable for the student.
- Naming Opportunities – developing a naming policy for the university and identify naming opportunities.
- Identify and Develop a List of Our Current and Aspirational Peers – one of the most challenging things to work on. This is really tough. We need to measure ourselves and study our peers. If a student leaves to another institution, we must ask ourselves what that institution has that we don't have. We are studying who we directly compete with, and who do we want to be.
- Develop Strategic 15-Year Plan - with three 5-year stages. We must have a strategic plan that is clearly defined, achievable and measurable. We have to develop what we think we want to be in 15 years.
- We are looking at BI/KPIs and determining what we should study and when we should study them. What retention data do we gather on the students that leave?
- Master Facility Plan – study how big we plan on being and when we plan on being that big. How much academic space will we need, how much housing space, dining space, etc.
- What is Lander's Market Niche? What is our Brand? Our Tagline?
- New format of board committee reports - we have altered the kind of materials the board will get from our Vice Presidents. More concise, less lengthy reports.
- Jessica Cosentino has been working with a lot of volunteer organizations in the community. She is working with Randy Bouknight on capturing and tracking our student volunteer work and making it visible on our website. We plan to have a habitat for humanity house built right here on campus.
- Recruitment life cycle

- U.S. News and World Report – Lander University ranked No. 4 in U.S. News’ Top Public Regional Colleges in the South. Lander also climbs 20 spots in “Best Regional Colleges” category.
- Commencement Speakers - Trey Gowdy will be our Fall 2015 commencement speaker. We want to bring a variety of speakers and we want them to be people our students know. Adam Taylor will be assisting with identification and planning of commencement speaker calendar.
- Dr. Cosentino has a President’s Message on the website and plans to have a President’s welcome video.
- Veteran Recruitment – bring on a recruiter, advisor and specialized counselor for this program.
- Learning Communities – we are exploring the idea of dormitory living communities. Our veterans would be one such community.
- Performing Arts Program - Studying whether we want to bring back a community/joint effort performing arts program or go it alone, but a university needs a performing arts center.
- Ralph Patterson is working on a strategic plan for the university advancement division.
- Megan Price is working on a strategic plan of communication. We want to have consistent messaging that goes out and we will time the messaging that goes out on social media and in print publications.
- Enrollment and Marketing Strategic Plan –To be developed by our VP for Enrollment Management and we want that person no later than January 1<sup>st</sup>.
- Honor College - We believe we can do some additional recruitment with this program.
- International Programs - We want to increase our number of international students by 3%.
- Timeline of the University – Dr. DeWitt Stone is working on the timeline and history of the university and we want this on the website.
- Evaluating our scholarship program and financial aid options and who we can give money to.

- Looking into the idea of introducing a new school in our future, possibly an optometry school.
- Between December 2015-June 2016 we will revisit our Mission Statement, Vision Statement and Statement of Values.
- State Funding Request Strategy - We need to revisit our strategy on budget requests to the general assembly.
- We are working on a Capital Plan.

Board member Bob Sabalis asked about the situation with the Inn on the Square. President Cosentino explained that there is a pending lawsuit that has been brought against the university by the previous owner of the Inn on the Square. The attorney is still working on it and will make recommendations regarding settlement options or going to court. Board will be kept up to date on the progression of this lawsuit. Discussion followed.

Request made to provide a one page summary to the full board of trustees of the items discussed during the monthly executive board calls.

**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:

- Page 2 of report addresses action items for SACSCOC 10-year reaccreditation review. Our reports to SACSCOC are due June 2016.
- CS2.5 – Institutional Effectiveness is an area of concern. Documentation is needed to demonstrate that the Strategic Plan Goals have been regularly and systematically reviewed by the Board.
- Anne Walker stated that the mission statement is a major component of this review and we need to have a meaningful mission statement. President Cosentino commented that he has formed a faculty advisory group that represents the faculty in addition to the faculty senate that will work with him on developing a mission statement.
- Linda Dolny stated the mission/vision ad hoc committee has documentation of their work last year and meeting dates that may be helpful to Dr. Mash and the SACS Team. She will discuss further with David Mash.
- CS3.2.3 Conflict of Interest Statement – to be drafted and presented to board members and signed at the December Meeting. This will support SACS compliance with CS3.2.3.

- CS3.2.4 External Influence – board members need some training on external influence and conflict of interest. Training could be 5 minutes, will give added value to our report to SACSCOC, and will be added to agenda for December Board meeting.

**FINANCE AND FACILITIES COMMITTEE:** Mrs. Holly Bracknell 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). She then highlighted the following:

- We are assisting independent auditors with their fieldwork and financial statements for the University and The Foundation. Due in October 2015.
- Plaza Project – Phase 1 completed. Phase 2 will start Oct. 5, 2015.

Mrs. Bracknell stated that the Finance and Facilities Committee has one action item to bring before the Board for approval. She then presented the following action item:

**1. Proposed Amendment to the E&G, Restricted, and Auxiliary Enterprise Budgets:**

Ms. Bracknell presented the motion out of committee for approval of amendment to the E&G, Restricted and Auxiliary Enterprise Budgets. The changes are a \$358,491 increase to E&G, Auxiliary Enterprises \$44,257 increase, and Designated Funds \$134,968 decrease. Gary McCombs explained that we completed the work from 2014-15, totaled all our revenues, expenditures, transfers and so forth. What is left is net assets or fund balance and we simply adjust those figures into the budget for FY15-16.

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

- Anne Walker asked about an update on the embezzlement case. Gary stated we continue to work with the State Inspector General in Columbia. We have looked at Greenwood Municipal Credit Union Account – 250 pay days going back to 2004 and have determined an amount of loss. We have not been as successful in getting the data out of Wachovia and Wells Fargo and have only been able to go back 168 pay dates in that data. The proven loss right now is \$261,000 but we lack the data to go further but it is being worked on. The solicitor's office is involved and we have let them know we want to prosecute to the fullest extent of the law. Mr. McCombs confirmed that internally we are continuing to implement and improve on checks and balances so this does not happen again.

**GOVERNMENTAL RELATIONS:** Ms. Bracknell called attention to the report from Governmental Relations, which was discussed in detail at the retreat held yesterday. (A copy of the report will be made a part of the official minutes).



- Adam Taylor shared some information in reference to our social media. Within 24 hours of reporting Lander's #4 ranking with U.S. News and World Report on our Facebook page it had reached 32,302 people. This illustrates the power of social media.
- Adam also stated that Lander's budget requests for 2016-2017 are due at the end of next week and we are all working hard to bring that together and will update the board on those requests at the December meeting.
- Anne Walker asked what things will be done differently with the increase in the marketing budget. Adam stated that they have been given \$20,000 now to purchase some much needed equipment. Dr. Cosentino stated that our VP for Enrollment will have experience and input on marketing in regards to admissions. Those in the Montessori field have great ideas for how to market their department. Dr. Cosentino would like to have billboards in front of technical colleges advertising for students to continue their education at Lander. Dr. Cosentino stated this year our focus is on personal contact – a deployment of people rather than a deployment of printed material.

**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:

- We continue to study the cost of running the operation of university advancement and we are reviewing and studying the guidelines and procedures for the future of the department.
- High level of focus to improve the cost to raising funds.
- The addition of Van Taylor to the department will allow VP Ralph Patterson and President Cosentino more opportunity to get out of the office for fundraising opportunities.
- Donors for this year increased a little bit, but when we look at the history of numbers it generally stays the same. There is a major focus to increase the yearly donations. We will seek after high dollar donors and naming opportunities.
- Discussed potential with alumni giving, definitely room to grow.
- Discussion that \$1.9 million raised includes in-kind gifts and the real money raised is \$1,779,000. George asked what kind of in-kind gifts we are getting. Ralph gave examples that are different every year.

- Discussed the land in Table Rock, SC that is currently being marketed with a realtor.

**STUDENT AFFAIRS COMMITTEE:** Mr. 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:

- Clarification from yesterday's discussion – Lander rarely leases out horses, we never lease in, and the horses we have were donated.
- Student Affairs has had a good start to the school year.
- Counseling services – numbers are up and they are looking into possible reasons for this.
- Internships - The director of career services will be the point of initial contact for inquiries about internships. She will then refer to appropriate college or department relative to that internship. Randy shared that he, Amanda Morgan and Dr. Cosentino went to college day at BMW and look forward to placing Lander students in internships there.
- After lunch today, those that want to tour the new residence hall can do so.

**INTERCOLLEGIATE ATHLETICS COMMITTEE:** Mr. 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:

- Personnel Updates – New Athletic Trainer
- 88 new student athletes this year.
- Athlete GPA's average 3.02

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

- There is a lot of energy and excitement with having a new president.
- There is also some plasticity to the faculty, we are chomping at the bit to go and do good things.

- There is a sense of mission, vision and purpose with the faculty.
- They have discussed the buzz word of ‘Resiliency’ and the idea of being flexible, adaptable and nimble. This applies at a program level, faculty level, and student level. It is necessary in this modern world that can change so quickly to be adaptable, flexible, and nimble. We have to operate this way and have to train our students to be this way.

**OTHER BUSINESS:**

Inauguration Plans – Jack will discuss with Dr. Cosentino a potential date and a planning committee will be formed soon.

Branding - Chair Lawrence announced that the discussion on branding will be carried over until the December board meeting.

**ADJOURNMENT:** Motion made, and seconded, the meeting was adjourned at 12:15 p.m.

**NEXT MEETING:** Friday, December 11, 2015