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University of South Carolina  
BOARD OF TRUSTEES

February 21, 2020

The University of South Carolina Board of Trustees met at 3:15 p.m. on Friday, February 21, 2020, in the C. Edward Floyd Boardroom at the Pastides Alumni Center.

Members present were: Mr. John C. von Lehe Jr., Chairman; and Mr. Hubert F. Mobley, Board Vice Chairman; Mr. C. Dan Adams; Mr. Chuck Allen; Mr. J. Egerton Burroughs; Mr. A. King Dixon II; Mr. Robert F. Dozier Jr.; Dr. C. Edward Floyd; Mr. William C. Hubbard; Mr. Richard A. Jones Jr.; Mr. Toney J. Lister; Mr. Miles Loadholt; Ms. Leah B. Moody; Ms. Rose Buyck Newton; Dr. C. Dorn Smith III; Ms. Molly Spearman; Mr. Eugene P. Warr Jr.; Mr. Thad H. Westbrook; Mr. Mack I. Whittle Jr.; and Mr. Charles H. Williams.

Also present were: USC Columbia Faculty Senate Chair Mark Cooper and USC Columbia Student Government President Luke Rankin.

Others present were: President Robert L. Caslen Jr.; Secretary J. Cantey Heath Jr.; General Counsel Walter "Terry" H. Parham; Chief Operating Officer Edward L. Walton; Interim Provost Tayloe Harding; Vice President for Student Affairs Dennis A. Pruitt; Vice President for Human Resources Caroline Agardy; Athletics Director Ray Tanner; President's Chief of Staff Mark Bieger; Presidential Faculty Fellow and Executive Assistant to the President Susan Bon; Interim Special Assistant to the President James Smith; Interim Chief Communications Officer Jeff Stensland; Chief Information Officer Doug Foster; Interim Chief Development Officer Will Elliott; Chief Audit Executive Pam Dunleavy; Assistant to the President for System Affairs Eddie King; Palmetto College Chancellor Susan Elkins; University Controller Mandy

Kibler; University Architect Derek Gruner; University Treasurer Pat Lardner; University Budget Director Joe Sobieralski; Associate Vice President for Administration and Finance and Medical Business Affairs Jeffrey L. Perkins III; Associate Vice President for Finance Kelly Epting; Executive Director for the Office of Economic Engagement William D. “Bill” Kirkland; Executive Director for Strategic Initiatives Jack Claypoole; Vice Provost and Dean of Undergraduate Studies Sandra Kelly; Office of Equal Opportunities Director Clifford Scott; Director of Government and Community Relations Derrick Meggie; Public Relations Strategist, USC Office of Communications and Public Affairs, Dana Woodward; Alumni Association Chief Executive Officer Wes Hickman; Darla Moore School of Business (DMSB) Dean Peter Brews; DMSB Senior Director of Alumni Engagement Mary Ruffin Childs; DMSB Office of Career Management Senior Director Georgia Holmes Doran; DMSB Associate Director of Alumni Engagement Bo Hart; DMSB Student Cameron Young; Trustee Emeritus M. Wayne Staton; University Technology Services Production Manager Matt Warthen; and Board staff members Debra Allen and Terri Saxon.

I. Call to Order

Chairman von Lehe called the meeting to order and stated notice of the meeting had been posted and the press notified as required by the Freedom of Information Act; the agenda and supporting materials had been circulated; and a quorum was present to conduct business. Secretary Heath confirmed no Trustees had joined the meeting by telephone.

Mr. Stensland introduced members of the news media present for the meeting: Lucas Daprile and Ben Breiner with *The State*; Mike Fitts with *The Post and Courier*; Kailey Cota with *The Daily Gamecock*; and Josh Kendall with *The Athletic*.

Chairman von Lehe invited the Reverend Tom Wall with the Methodist Campus Ministry to deliver the invocation.

## **Motion for Executive Session**

Chairman von Lehe called for a motion to enter Executive Session for a proposed contractual matter related to the Association of Governing Boards of Universities and Colleges, as well as for personnel matters related to the appointment of a Vice President for Diversity, Equity and Inclusion, and for the annual evaluation of the Secretary of the Board of Trustees. Ms. Moody so moved. Ms. Newton seconded the motion. The vote was taken, and the motion passed.

Chairman von Lehe invited President Caslen, Secretary Heath, Dr. Cooper, Mr. Rankin, Mr. Parham, and Ms. Agardy to remain in Executive Session.

## **Executive Session Removed**

## **Return to Open Session**

### II. Approval of Minutes and Reports

- A. Executive and Governance Committee, April 29, 2019
- B. Academic Affairs and Faculty Liaison Committee, December 17, 2019
- C. Health Affairs Committee, Called, January 10, 2020
- D. Report on Board of Trustees Retreat, January 24-25, 2020
- E. Health Affairs Committee, Called, February 12, 2020
- F. Board of Trustees, Called, February 12, 2020

Chairman von Lehe stated there were no additions, deletions, or corrections and these six sets of minutes and the report on the Board's January retreat stood approved as provided for review on the Board Portal.

### III. Committee Consent Agendas

- A. Buildings and Grounds Committee, February 21, 2020  
(The Honorable William C. Hubbard, Chair)

Chairman von Lehe said the Buildings and Grounds Committee met earlier in the day and recommended for approval all items listed on its consent agenda. There were no objections to a single

motion to approve all agenda items, the vote was taken, and the following consent agenda items were approved:

1. Project Approvals

a. Phase II – Intramural Recreation Fields Land Acquisition, National Guard Road

To fund this property acquisition for \$3,240,000 to be funded with \$1,620,000 of Wellness Fee Reserves and \$1,620,000 of Institutional Funds.

b. Phase I Approvals

i. Intramural Recreation Fields Site Development I, National Guard Road

To establish this project for Phase I with a budget of \$50,000 funded with Wellness Fee Reserves.

ii. War Memorial Maintenance Renovation

To establish this project for Phase I with a budget of \$66,000 funded with Institutional Capital Project Funds.

c. Other Approvals

i. Russell House Air Handler Units Replacement

To establish and fully fund this project with a budget of \$500,000 to be funded with Institutional Capital Project Funds.

ii. Classroom Building HVAC Equipment Replacement and Repairs

To establish and fully fund this project with a budget of \$975,000 to be funded with Institutional Capital Project Funds.

iii. 1600 Hampton Street Annex Mechanical Renovation

To establish and fully fund this project with a budget of \$500,000 to be funded with Education and General Maintenance Reserve Funds.

iv. 1600 Hampton Street Parking Garage Maintenance Renovation III

To establish and fully fund this project with a budget of \$740,000 to be funded with Auxiliary Maintenance Reserve Funds.

v. Close-Hipp Plaza Maintenance: Belk Auditorium Roof Replacement

To establish and fully fund this project with a budget of \$800,000 to be funded with Institutional Capital Project Funds.

vi. Honors College Flooring Project

To establish and fully fund this project with a budget of \$975,000 to be funded with Housing Maintenance Reserve Funds.

vii. USC Aiken Pacer Commons Roof Replacement

To establish and fully fund this project with a budget of \$625,000 to be funded with USC Aiken Housing Maintenance Reserve.

viii. USC Upstate Rampey Interior Modifications

To establish and fully fund this project with a budget of \$400,000 to be funded

with USC Upstate Institutional Capital Project Funds.

ix. USC Upstate Chiller Replacement at Palmetto House

To establish and fully fund this project with a budget of \$500,000 to be funded with USC Upstate Housing Maintenance Reserve.

x. USC Upstate New Tankless Water Heater System at Palmetto Villas

To establish and fully fund this project with a budget of \$300,000 to be funded with USC Upstate Housing Maintenance Reserve.

xi. USC Upstate Miscellaneous Housing Upgrades

To establish and fully fund this project with a budget of \$400,000 to be funded with USC Upstate Housing Maintenance Reserve.

xii. Building Name Change for the former Law Center: “Science and Technology Building”

To rename the former Law Center to be named the Science and Technology Building.

2. Naming of USC Union Central Campus Building

To name the USC Union Central Building the William J. Whitener Central Building.

3. Gift Naming Opportunities

As approved and recommended by the Gift Naming

Opportunities Committee at its meeting on Wednesday, January 22, 2020.

- a. Athletics
  - i. DuBose Family Recruiting Work Room
  - ii. Michael W. Massey, Jr. Physician Office
  - iii. Prisma Health Sports Medicine Center
- b. School of Medicine – Columbia
  - Charles S. and Donna H. Bryan Health Sciences Library

B. Executive and Governance Committee, February 21, 2020

Chairman von Lehe said the Executive and Governance Committee met earlier in the day and recommended for approval all items listed on its consent agenda. There were no objections to a single motion to approve all agenda items, the vote was taken, and the following consent agenda items were approved:

- 1. Contracts and Gift Agreements Valued at \$750,000 and Above
  - a. National Resource Center for the First-Year Experience Conference Center Contract:  
An event contract with the Hyatt Regency New Orleans for the hosting of the 45<sup>th</sup> annual national conference for the First-Year Experience, February 6-14, 2025. The cost of the contract will be covered by conference registrations.
  - b. Off-Site Parking, Cedar Terrace Shopping Center – School of Medicine Columbia Lease Agreement: A five-year lease agreement for the provision of 230 designated parking spaces at 6420 Garners Ferry Road for use by the USC School of Medicine’s campus at the Wm. Jennings Bryan Dorn VA Medical Center. Cost of

the lease is \$13,827.60 per month for a total cost of \$829,656 over the term of the agreement.

c. School of Medicine Columbia Gift Agreement: Charles and Donna Bryan: A gift naming agreement with Dr. and Mrs. Charles Bryan to name the Charles S. and Donna H. Bryan Health Sciences Library at the USC Columbia School of Medicine for the sum of \$1,000,000.

2. Athletic Revenue Bonds, Refunding Resolution: An Athletic Facilities Refunding Revenue Bonds Resolution authorizing up to \$10,500,000 for the purpose of obtaining financing savings for the Columbia campus on the previously issued 2010A Athletic Facility Revenue Bonds and 2010B Athletic Facility Refunding Revenue Bonds. The authorized amount will provide funding to refund the existing bonds and the amount necessary for issuance costs associated with the bonds. The intent is to service these bonds with existing auxiliary fee revenues and Athletics Department revenues. Refunding bonds will only be issued with agreement from the State Treasurer's Office, and in the event that market conditions provide a material financial advantage.

#### IV. Faculty Compression and Merit Increases Proposal

Chairman von Lehe said the Executive and Governance Committee recommended for full Board approval a Faculty Compression and Merit Increases Proposal. The vote was taken, and the following motion was approved:

To authorize the president to approve and fund initiatives to address faculty salary compression and merit increases, and faculty retention awards, not to exceed the total sum of \$7.4 million including proportionate fringe benefit costs, using President's Efficiency Initiative Fund, as follows:

- approved faculty salary compression increases, not to exceed the total sum of \$3.7 million including



proportionate fringe benefit costs, may be awarded during Fiscal Year 2019-2020;

- approved faculty salary merit increases, and faculty retention awards, not to exceed an amount equal to the difference between the total amount of the faculty salary compression increases awarded during Fiscal year 2019-2020, and \$7.4 million, including proportionate fringe benefit costs, may be awarded before the end of Fiscal Year 2021-2022; and
- funds not awarded in accordance with this motion prior to the end of Fiscal Year 2021-2022 will be returned to the President's Efficiency Initiative Fund.

V. Vice President for Diversity, Equity and Inclusion

Chairman von Lehe called on President Caslen who said after a thorough national search led by College of Nursing Dean Jeannette Andrews, Julian Williams emerged as the top candidate and had accepted an offer to serve as Vice President for Diversity, Equity and Inclusion at a salary of \$250,000, effective June 15, 2020, subject to approval by the Board.

Well received by all members of the University community and with complete support of the search committee, President Caslen said Mr. Williams has the capacity to lead the diversity and inclusion program to new levels of excellence. He is currently the Vice President for Inclusion and Diversity at George Mason University. He holds a juris doctorate degree from Michigan State University and a bachelor's in English from the University of Michigan. During his five-year tenure at George Mason he authored and implemented an institution-wide diversity and inclusion plan resulting in a 5% increase in full-time faculty of color. Prior to his position at George Mason, he was Director of Equal Opportunity and the Title IX Officer at Vassar College in New York.

"We are delighted to have such a dynamic leader join our Gamecock family," President Caslen said in seeking Board approval of the appointment. He added Interim Provost Harding will appoint an interim to serve until Mr. Williams arrives on campus.

Chairman von Lehe called for a motion and second to approve appointment of Julian R. Williams as Vice President for Diversity, Equity and Inclusion at a salary of \$250,000, effective June 15, 2020. Trustee Moody so moved. Trustee Newton seconded the motion. The vote was taken, and the motion was approved.

VI. Evaluation of Secretary of the Board of Trustees

This item was not addressed.

VII. Darla Moore School of Business Report

Chairman von Lehe called on Dean Brews who said it was six years ago when he met the Board for the first time, appearing after a month on the job to talk about his excitement in accepting the deanship of the Darla Moore School of Business with its potential to be moved from good to great. “I’m delighted to report to you today that we are on track to do that,” he said.

Dean Brews began by noting the status of what he encountered on arrival in 2014. “Our top students were getting a world-class education, but our average students were not. Faculty were teaching to the mean, which meant the top 25% of students were bored and the bottom 25% of students were flummoxed. In short, we were not giving a good education to our average student.”

He went on to say he discovered four disturbing numbers. In January 2014, less than 60% of DMSB students graduated in six years; 50% of undergraduates had to borrow; self-reported out-of-state debt was \$40,000 at graduation and in-state debt was \$30,000. That led to an examination of the capacity, showing while there had been an increase in student numbers there had been no increase in faculty and staff to match the service needed by students to receive a world-class education.

To address these issues, Dean Brews said, efforts began to right-size and rebalance the school, beginning with the concept that students were co-investors with the University in their educational experience because many of them are borrowing to fund an education. “It is imperative on us to give them an education that delivers a return. This Board, in agreeing to increase our faculty and increase our staff, and

give us an ability to right size, is an example of your co-investing in the business school. I would not have been able to do what I have done over the last six years at this school without that investment.”

The next thing was to update and upgrade the undergraduate program, he said. The rigor of the program was increased, and the move was made to a four-year program, getting students involved as freshmen and challenging them to graduate in four years. He stressed the importance of the DMSB data lab, which provides every sophomore the ability to obtain experience in building data proficiency and analytical capability before they start their majors. The full-time MBA program also was restructured to turn around its underperformance. And, a business analytics concentration has been added to the MBA program, with 95% of May’s MBAs graduating with the concentration.

Dean Brews said the changes resulted in improved SATs – over three years the average SAT increased to 1300. There also was a tremendous upgrade in engagement with students at the Student Success Center, which is a peer education process offered where less than 100 students were referred in 2015. In 2016, the first year of the four-year undergraduate program, 4,160 referrals were made. In the second year, 4,600 referrals were made, and in the third year the referral dropped to 3,000 – a good indicator students are enrolling who can do the required work early and need less help.

As for business analytics, he said only seven students enrolled when it was introduced in 2017. In 2018, there were 167 students enrolled, in 2019, there were 329; and this spring there are 686 registering for the business analytics concentration. Basically, this says DMSB students are doing the hard stuff to get a quality education to justify the investment they are making as co-investors in their education, he said.

Career Management has been expanded from 85 companies and 1,500 students attending expos to nearly 160 companies in 2019 coming to DMSB expos which were attended by 2,500 students. Dean Brews said he was most proud DMSB has placed 84% of its largest class in May 2019 at an average salary of \$57,800. In 2014, the placement was 62% and the average salary was \$47,000.

He then illustrated with PowerPoint slides the comparison of current student debt with that of 2014, underscoring the data was from the University's Financial Aid Office, which is the actual debt with which students graduate. While debt has continued to increase, the students' ability to service the debt has improved based on increased job placement and starting salaries.

Dean Brews said the four- and six-year graduation rates have not changed substantially. This will take longer to improve, although he noted the first students entering as four-year students would graduate this year and he also expected the numbers of students planning on graduating in five and six years to begin decreasing. Data compiled by the University of North Carolina system clearly indicates a correlation among low SAT scores, the longer it takes to graduate, the greater the amount of borrowing debt, the lower the salaries, and the higher the debt default.

Dean Brews said in addition to the world-class teaching and world-class student services, DMSB conducted world-class research of which the Board was well aware.

Finally, he addressed the budget, showing direct costs controlled by the college have been kept constant while revenues have increased. Indirect costs also have increased dramatically, from \$29 to \$35 million over the past two years. With narrow margins, he said the new budget model's subvention levels of 16.8% would put the college "out of business."

In conclusion he provided a summary slide, noting the following points:

- DMSB rightsized/balanced, faculty/staff empowered, product (students/graduates) enhanced, outcomes improved historically, corporate partners/parents delighted, alumni/donors engaged as never before
- With more qualified/better engaged students starting business as freshmen, and a result of scale/academic depth/diversity, DMSB offers undergraduate choices few match
- Every undergraduate leaves data proficient, analytically capable, functionally based (first business school in U.S., we

surmise!)

- With rigor, a strong student work ethic, expectation of excellence from faculty, staff, and students alike, DMSB on its way to Top 25 status
- Very proud of DMSB team accomplishments these past six years.

Trustees congratulated Dean Brews on his accomplishments. Trustee Mobley asked that information be provided about the ratio of resident versus non-resident students and how many graduates remain in South Carolina to work. Dean Brews said the ratio was 65% out-of-state to 35% in-state, noting the students with higher salaries are outside of South Carolina. The data on how many remain in South Carolina is not easily available, he said.

Trustee Williams congratulated Dean Brews on an excellent job and asked arrangements be made to hear from the Honors College. “Stars of light, like the business school and honors college, bring credibility to the University. These are the things that bring people to the University and creates the reputation we have,” he said.

Dean Brews thanked Mr. Williams, noting this year the DMSB had five students hired by McKinsey and Company, the top consulting firm in the world. “We are not a core school for McKinsey. Those five students competed with students from all the Ivy Leagues, UVA, UNC Chapel Hill – and not one of those five slots that were being competed for in Charlotte were got by any of the other schools. Basically, it shows you our top students are receiving an education that is at the same level if not higher than the Ivy Leagues. What is really going on is we are graduating them with that education without an attitude. They arrive with a very strong work ethic, they arrive with no expectations, and they are performing amazingly. I am not training students for a geographic area. I am training students for a world that is coming so when they leave here, they can find jobs either here or outside wherever they go. And, we do have a lot of our good students who stay in South Carolina.”

## VIII. Report of the USC Columbia Student Government President

Chairman von Lehe called on Mr. Rankin who presented his final report to Trustees. Describing an “incredible year,” he said, “I have loved my role as Student Government President. I’ve loved my time with you, with the staff, with the students and the faculty.”

Summarizing the highlights of the year, he described it as a year of change and transition since March 2019. Mr. Rankin began by talking about efforts to promote the ride share safety campaign, What’s My Name, following the tragic death of USC student Samantha Josephson. He continued, saying he would never forget celebrating President Harris Pastides’ 11 years on campus, working with Trustees on the Presidential Search Committee, and welcoming President Caslen and First Lady Shelly to campus.

He said he had enjoyed participating on the Provost Search Committee and working with Trustees towards enhancing shared governance systems and to elevate the student experience.

Noting it had been a year of achievement, he revisited the 12 initiatives he announced when he took office, illustrating how each had come to fruition. He talked about the success as a collective effort of all students involved in Student Government.

1. Further Student Government’s association with on-campus organizations to build stronger relationships with the student body.
2. Improve safety on campus for students, guests, faculty, and staff.
3. Develop systematic, active-learning practices and assessment for diversity education for students.
4. Provide opportunities for students to learn about mental health, how to end the stigma associated with mental health on our campus and in our community, and how to advocate for those who live with mental health disorders.
5. Provide opportunities for community involvement.
6. Provide engagement and involvement for student representatives on University Committees.
7. Promote community involvement by encouraging civic responsibility.

8. Increase sustainable opportunities and choices for students on campus by collaborating with UofSC administration to implement sustainable purchases, initiatives, and construction.
9. Create opportunities for students to learn about environmental issues and sustainable life choices through Sustainability Week. This week of programming and tabling in collaboration with other sustainable organizations will increase mindfulness of the campus's environmental footprint.
10. Improve communications and marketing across all areas of Student Government to increase awareness and engagement with Student Government.
11. Provide intentional opportunities for leadership growth and development for members of Student Government.
12. Increase the number of first-year students that remain engaged in a position of leadership in Student Government beyond their first year.

Mr. Rankin highlighted Student Government's major projects, including the Veteran's Day 5K race that raised \$16,000 for Friends of the Fisher House; creation of the Purple Heart Parking Spot behind the War Memorial and parking decals to honor student veterans who are Purple Heart recipients; revamping the Bull Street Garage to accept credit and debit cards and mobile pay; the 4<sup>th</sup> floor renovation of Thomas Cooper Library to provide more state-of-the-art study space for students; increased student voices in city, state and federal government; and creation of partnerships with other institutions and entities to address student needs and issues of all kinds.

He emphasized the following points as he prepares to graduate, thanking Trustees, President Caslen, staff and faculty for everyone's support in helping advocate for University students:

- As a university, we must continue to enhance our K-12 pipelines across the state to ensure we are serving the citizens and the students of South Carolina.
- We must ensure the university is not only accessible, but affordable for first generation students and all others. Retention matters also, so ensure support for students once on campus.

- Student Fee Transparency is key.
- Continue open and good communication with students to enhance the student experience.
- Campus Village Project and a New Student Union are major necessities for our student body.
- Mental Health Matters.
- Continue to enhance advising for all academic units, majors, etc.
- Parking will always be a need for students.

In closing Mr. Rankin said:

The University of South Carolina is an incredible place. The ability of a student, a guy from Horry County, to come to a school and be supported in the way I have been supported, is an experience I never thought I would have. The opportunities before I was Student Government President, as a student who wanted to learn, who wanted to challenge myself – this University provided an opportunity and a venue for me to do that. That is not unique to me. If you are a student who cares, and wants to do something and you want to seek out a research fellowship, an internship, a job placement, or work in an area that is cutting edge, this University will make a way for you to do it.

Everyone at this table deeply cares for the University of South Carolina. I have seen your commitment to this University. I know our faculty care deeply about this University. I know our staff care deeply about this University. And, I know for a fact that our students care about this University. I am excited to see where we will head. We have a great mission and a great vision ahead of us. With your leadership, you will continue to make this place a better school for all students and the State of South Carolina.

#### IX. Report of the President

Chairman von Lehe called on President Caslen who answered the question of what he likes



most about his job, “It’s the students. When you think about what you just heard and the leadership this past year, you know our state, community, and our nation are in good hands.”

President Caslen said he had three items on which to provide updates for Trustees: new hires; strategic planning; and the climate survey provided to Trustees earlier in the week.

On the new hires, he noted the vice president for diversity was just approved and he thanked the Board. In addition, he said on-campus interviews of finalists for Provost were completed February 20, 2020, and the search committee would now consolidate the feedback and bring forward a recommendation. A national search also is underway for a vice president of communications, as well as a search for a director of military affairs.

Regarding the strategic plan, he described it as the most important thing a president can do. He recapped the strategic priorities coming from his January 2020, offsite strategic planning meeting, noting faculty leads had been appointed to each and the priorities had been presented to the faculty at large for feedback on what the goals and objectives of each should be. A second offsite meeting will occur February 27, to address the goals and objectives of each strategic priority.

Once the goals and objectives are determined, existing programs to address them will be reviewed for modifications, while necessary new programs are identified for creation. The next step is funding these programs. The revenue source for most of this effort will be the President’s Efficiency Initiative Fund, he said, noting \$7.4 million was allocated today to address the second strategic priority, which is the faculty.

President Caslen said it was important his strategic priorities be “nested within what the Board’s strategic planning committee had done.”

Regarding the climate survey, he said this was something he had always done to identify an organization’s strengths, weaknesses, pluses and minuses. “I wanted a good perspective of what I inherited,” he said, noting he asked the Division of Human Resources to select a reputable firm, which it did, and the

survey was ready by the first week of November.

At that time, he said, there was background drama continuing as a carryover from the presidential search. Given that background, he said some outstanding feedback, positive and negative, was received from the survey. One positive included references to employees, faculty and staff, who were competent in their responsibilities, that they were given responsibility and the freedom to do their job. Another was that the institution contributed to the good of the community in combating sexual assaults.

There were some negatives, he said, noting there were faculty who felt they were not involved in planning, they didn't feel part of the team; senior leadership was a concern; pay was inadequate; the institution needed to be run better; and there needed to be regular, open communication. In every one of these categories, President Caslen said the University is below average compared to its Carnegie I peers, as well as below average in every category for like, regional institutions. "This has my attention. This has to be addressed," he said.

"I believe in transparency. Transparency builds trust. It is important for me as the president to build trust with our internal and external constituencies, so I was very transparent with this survey; I always have been, and it has been very helpful. We shared this with the faculty and with the student body and the staff. Now we're in the process of sharing with each academic unit and each staff section, allowing academic deans to share the information with their constituents and the same thing with the staff."

Ultimately, President Caslen said he would appoint a committee of faculty and staff to address the concerns in the survey, to identify the policies and procedures that are needed to address concerns.

Concluding on a positive note, he said, the University is number one in the nation among public universities for online graduate nursing programs; student-athletes have posted the highest GPA in the University's history at 3.378; applicants for the incoming freshman class are up by 11%; and the women's basketball team is number one in the nation.

Student Government President Rankin said President Caslen’s “commitment to the student body this year has been immense. It is something that no one can question. Having office hours on Greene Street, being with students and different student groups from day one, the diversity lunches you hosted, having students to your home for winning and beating Clemson. You have truly followed up on your word with how you have engaged with students. I am thankful to say I’ve been the Student Body President and served alongside you this year.”

Chairman von Lehe thanked President Caslen for his report.

X. Other Matters

Chairman von Lehe announced that in accordance with the Board’s decision on December 17, 2019, the University’s Risk Manager had purchased \$10 million in Directors and Officers coverage for the Board. The increased coverage became effective January 14, 2020.

XI. Adjournment

There being no other business to come before the Board, Chairman von Lehe declared the meeting adjourned at 5:40 p.m.

Respectfully submitted,

A handwritten signature in blue ink, appearing to read "J. Cantey Heath, Jr.", written in a cursive style.

J. Cantey Heath, Jr.

Secretary