

University of South Carolina  
BOARD OF TRUSTEES

Board of Trustees

In Person, Floyd Boardroom, Pastides Alumni Center  
and By Microsoft Teams  
October 14, 2022

OPEN SESSION

I. Call to Order

Chair Westbrook called the meeting to order at 1:00 p.m. Secretary Howell confirmed Trustees attending in person and by Microsoft Teams audio and video conference.

Members in attendance:

Thad H. Westbrook, *Board Chair*  
Rose Buyck Newton, *Board Vice Chair*  
C. Dan Adams  
J. Egerton Burroughs (online)  
Alex English  
C. Edward Floyd (online)  
Brian C. Harlan  
Richard A. Jones Jr.  
Toney J. Lister  
Miles Loadholt (online)  
Hubert F. Mobley  
E. Scott Moise  
Leah B. Moody  
Emma W. Morris (online)  
C. Dorn Smith III  
Molly M. Spearman  
John C. von Lehe Jr. (online)  
Mack I. Whittle Jr. (online)  
Charles H. Williams

Other in attendance:

Audrey Korsgaard, USC Columbia Faculty Senate Chair  
Reedy Newton, USC Columbia Student Government President  
Robin Roberts, Special Advisor to the Advancement, Engagement and Communications Committee

Administrators in attendance:

Michael Amiridis, President  
Cameron Howell, University Secretary and Secretary of the Board of Trustees  
Terry Parham, General Counsel

Ed Walton, Executive Vice President and Chief Financial Officer

Media in attendance:

Jessica Holdman, the *Post and Courier*

Alexa Jurado, the *State*

Notice:

Chair Westbrook stated notice of the meeting and agenda had been posted and the press notified as required by the Freedom of Information Act; the agenda and supporting materials had been circulated to the Board; and a quorum was present to conduct business.

II. Invocation

Reverend Father Michael Platanis, Dean of Holy Trinity Greek Orthodox Cathedral delivered the invocation.

MOTION FOR EXECUTIVE SESSION

Chair Westbrook stated there was a need for an Executive Session for the receipt of legal advice regarding a contract for the selection of a sculptor, along with a proposed gift naming.

Dr. Smith made a motion to enter Executive Session and Mr. English seconded the motion. A vote was taken, and the motion was approved.

EXECUTIVE SESSION

– Executive Session Removed

RETURN TO OPEN SESSION

III. Selection of Sculptor Commissioned to Portray Robert G. Anderson, Henrie Monteith Treadwell, and James L. Solomon, Jr.

Chair Westbrook announced the selection of Basil Watson as the sculptor who has been commissioned to craft a sculpture portraying Robert G. Anderson, Henrie Monteith Treadwell, and James L. Solomon, Jr. [BOT 101422 OS III]

Mr. Watson thanked the University of South Carolina for the honor and the opportunity to create the sculpture.

IV. Approval of Minutes

Dr. Smith made a motion to approve three (3) set of minutes as posted to the Board portal. Ms. Moody seconded the motion. A vote was taken, and the motion carried unanimously. The following minutes were approved:

- A. Academic Excellence and Student Experience Committee – September 16, 2022
- B. Advancement, Engagement and Communications Committee - September 16, 2022
- C. Audit, Compliance and Risk Committee – September 16, 2022

V. Approval of Committee Consent Agendas

Dr. Smith made a motion to approve two (2) written consent agendas as posted to the Board portal. Mr. Jones seconded the motion. A vote was taken, and the motion carried unanimously. The following written consent agendas were approved:

- A. Finance and Infrastructure Committee – October 14, 2022 [BOT 101422 OS V A]
- B. Governance Committee – October 14, 2022 [BOT 101422 OS V B]

VI. Approval of Revisions to Board Bylaws and Policies

A. Compensation Committee Function of the Governance Committee

Mr. Williams made a motion to approve for a second time the edits to Bylaws in “red” as first approved by the Board on September 16, 2022, regarding the compensation committee function of the Governance Committee. Dr. Smith seconded the motion. A vote was taken, and the motion carried unanimously.

The edits to the Bylaws were approved. [BOT 101422 OS VI A]

B. Staggering Elections of Committee Chairs

Mr. Adams made a motion to approve for a second time the edits to Bylaws in “red” as first approved by the Board on September 16, 2022, regarding staggering the elections of Committee Chairs. Mr. Lister seconded the motion. A vote was taken, and the motion carried unanimously.

The edits to the bylaws were approved. [BOT 101422 OS VI B]

Chair Westbrook stated the remaining items (C, D, and E listed below) for edits were not brought forward from the Governance Committee for consideration and therefore would not be voted on during the meeting:

- C. Method for Removing the Chair and/or Vice Chair of the Board
- D. Method for Removing the Chair of a Committee
- E. Non-Board, Non-voting Members of Committees

VII. Approval of New Endowed Faculty Chair

Dr. Smith motioned to approve the new endowed faculty chair, in accordance with University policy, as detailed on the board portal. Ms. Spearman seconded the motion. A vote was taken, and the motion carried unanimously. The new endowed chair was approved. [BOT 101422 OS VII]

VIII. Continuing Education for Trustees: “Dynamics of Governing”

Secretary Howell stated a book chapter titled “Dynamics of Governing” was posted to the Board portal and then summarized some of the chapter for the Board’s consideration. [BOT 101422 OS VIII]

Chair Westbrook stated that resources could be added to the resource center of the Board portal and that the Board staff will be working on a plan to minimize the number of emails sent to Trustees.

Chair Westbrook stated the report was received as information.

IX. President’s Report

President Amiridis delivered the President’s Report.

X. Other Matters

Chair Westbrook stated that in response to an inquiry at the September 16, 2022 Board meeting, communication regarding the ongoing evaluation of the oversight of commencement exercises across the University System was posted to the Board portal for review.

XI. Adjournment

Chair Westbrook declared the meeting adjourned at 1:48 p.m.

Respectfully submitted,

Cameron Howell  
Secretary

# Robert G. Anderson, Henrie Monteith Treadwell, and James L. Solomon Jr. 1963 Desegregation Sculpture



*USC Board of Trustees*

*October 14, 2022*



# Basil Barrington Watson, Artist/Sculptor



*“I am inspired by the heroic in mankind, and am moved to express the vitality, beauty, grace and strength of the human figure in its varied shapes, sizes, abilities and functions. The spirit that motivates it is limitless in its grandeur.”*

Art :“The harmonious expression of one’s vision of life.”

This personal description of his lifelong passion is what defines the work of Jamaican artist, Basil Barrington Watson. For more than 45 years, he has been translating life’s most important attributes - positive emotions and attitudes, the spirit of freedom and spontaneity, strength, beauty, energy and vigor - into finely crafted works of art.

Born in Kingston, Jamaica, the son of internationally renowned painter Barrington Watson, it was a natural progression for Watson to study at the Jamaica School of Art. He then went on to establish a successful career as Jamaica’s leading sculptor. The most notable of his achievements on the island include having monumental works on the campuses of the 3 primary universities, as well as signature works at the 2 major Stadia. In 2016, the Government of Jamaica awarded Basil the **Order of Distinction (Commander)** in recognition of his contributions in the field of Art.

Emigrating to the United States in 2002, Watson established his home and studio in Lawrenceville, GA. Having continued the steep climb to international recognition, he has completed major works in China, Guatemala, the UK, and in various States within the US.

Over his 45-year career, Basil has completed several major commissions for various governments and organizations all over the world. These include:

**The National Windrush Monument, 2022.** Unveiled by HRH The Prince of Wales in celebration and recognition of the Windrush Generation and their contributions to British culture and society

**Hope Moving Forward, 2021.** Commissioned by the City of Atlanta in tribute to Rev. Dr. Martin Luther King Jr.

**To the World – Usain Bolt, 2017.** Commissioned by the Government of Jamaica in honor of the Fastest Man Alive, Usain Bolt, OJ, CD

**Miss Lou – Hon Louise Bennett-Coverley, 2018.** Commissioned by the Government of Jamaica in honor of Miss Lou, OM, OJ, MBE

**Rings of Life, 2012.** Donated to the Victoria Jubilee Hospital and unveiled by HRH The Duke of Sussex in honor of the Golden Jubilee of Queen Elizabeth II

**Balance, 2006.** 15ft sculpture commissioned in commemoration of the 100th Anniversary of Doctors’ Cave Beach

**Earth to Heaven, 2004.** Life-sized sculpture installed in the Changchun Sculpture Park following the 4th International Sculpture Symposium in Changchun China.

# Basil Watson

Samples from portfolio of previous works



Mr. Watson sculpting Dr. Martin Luther King



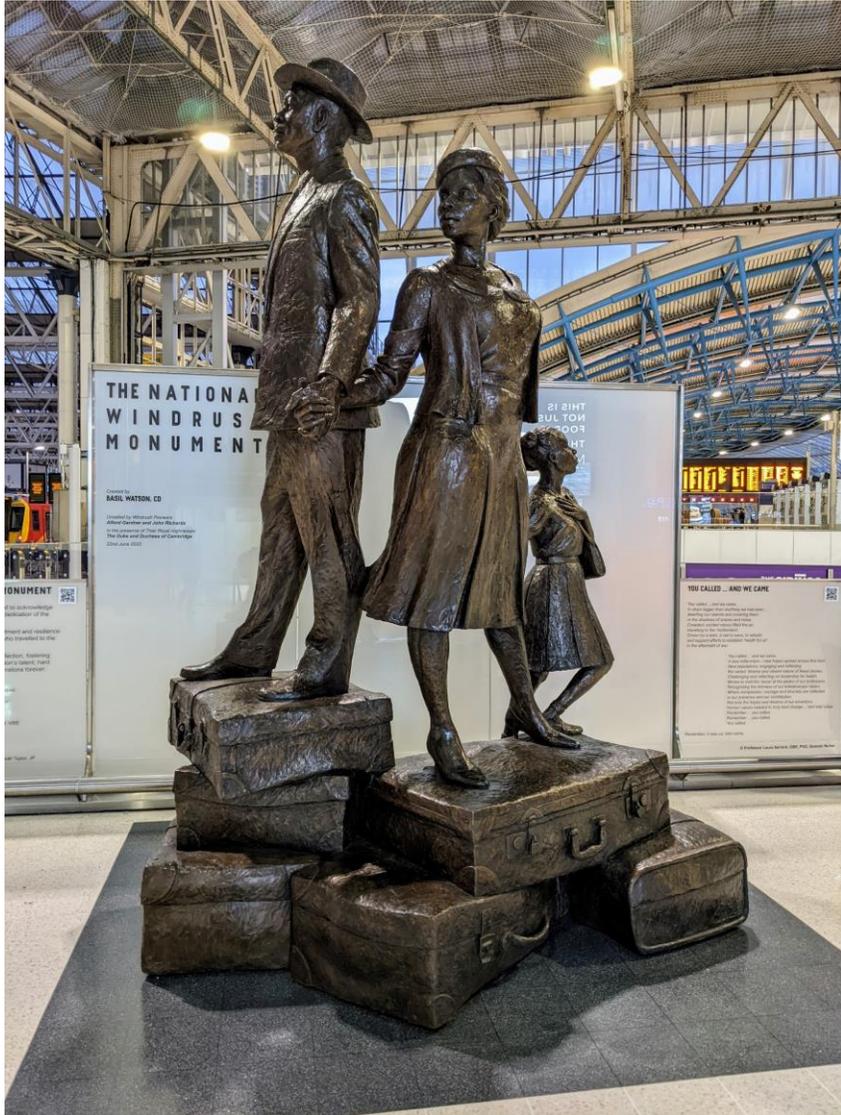
Dr. Martin Luther King "Hope Moving Forward"



Olympian Usain Bolt "To the World"

# Basil Watson

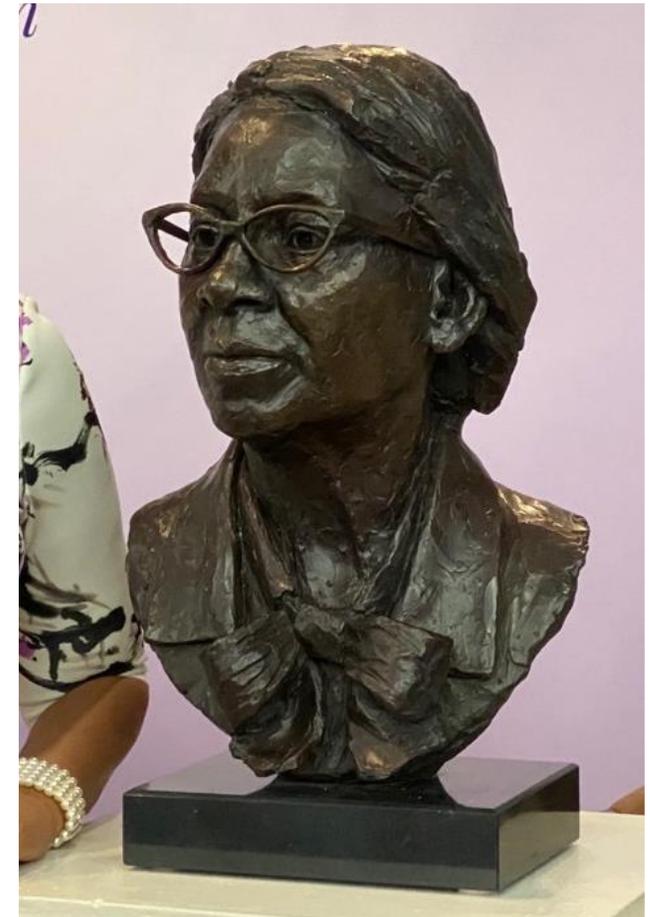
Samples from portfolio of previous works



"Windrush" at Heathrow Airport, London



Nanny of the Maroons



Bust of Septima Clarke



Front view





Right side view



Detail of steps with integrated books



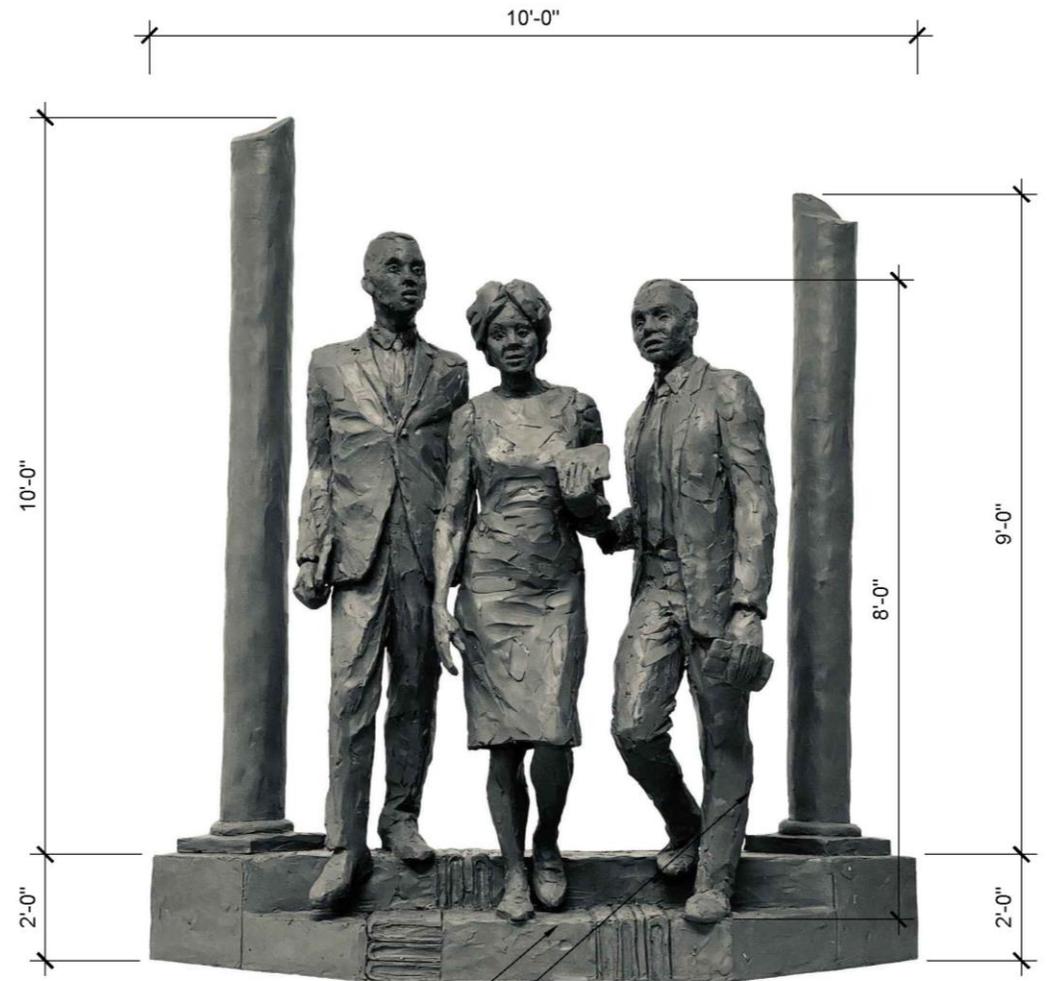
Left side view



Overhead view



Rear view



Books represent Academia

Columns represent the University

Dimensions

## Location Options



## Location Options



Osborne courtyard adjacent to the Horseshoe



Gibbes Green site near Barnwell and Sloan Colleges



**Uof SC** South Carolina

# Sculpture

## Project Timeline

- April 11th RFQ issued
- June 30th Responses shortlisted to four sculptors
- July 22nd RFP issued
- September 2nd RFP responses received
- September 8th Responses reviewed by Campus Art Advisory Committee
- September 14th-16th Brief Board Of Trustees
- **October 1<sup>st</sup>-10th** **Brief Dr. Henrie Monteith Treadwell, James Solomon Jr. family, and Susan Raskin**
- **Week of October 3rd** **Notice of Award to successful sculptor**
- **October 14th** **Select sculpture location with sculptor**
- November/December Review by Design Review Committee and Board of Trustees
- March 2023 Approval of full-size clay monument before bronze casting

A sponsor submits a concept for exterior art



**Campus Art Advisory Committee (CAAC)**



**University Leadership**  
President, Executive VP for Finance & Admin. & CFO, and Provost



**Design Review Committee (DRC)**



**Finance and Infrastructure Committee**



**Board of Trustees**

# Approval Process

Source: Campus Exterior Art Approval and Procurement Policy (UNIV 7.00- Revised 2015)

The CAAC considers the merits of the exterior art project. Merit is based on aesthetic impact, location, thematic content and intrinsic value of the art. CAAC determines if the concept should be advanced to University Leadership for consideration.

University Leadership evaluates the project for consistency with institutional values. If approved, a public process to request qualifications from interested artists may be undertaken as managed by the CAAC and the sponsor.

A selected sculptor will produce sufficient graphic illustrations to communicate the vision, design, and materials for the project. The DRC will review the aesthetic design and the proposed location of the project considering the surrounding campus context.

Approval by the DRC will enable a project to be presented to the Finance and Infrastructure Committee. FIC approval will authorize continued development of the project and authorize public fundraising if applicable.

Final approval of project.



**Finance and Infrastructure Committee**  
(The Honorable Mack I. Whittle Jr., Chair)

**Written Report for Full Board Consent Agenda**  
October 14, 2022

The Finance and Infrastructure Committee met Friday, October 14, 2022 and recommends full Board approval of all items in this written report, all of which have received Committee approval.

- Bond Resolution for Series 2013 Refunding

This concludes the written consent agenda report of the Finance and Infrastructure Committee.

**Governance Committee – Called**

(The Honorable Rose Buyck Newton, Chair)

**Written Report for Full Board Consent Agenda**

October 14, 2022

The Governance Committee convened in a called meeting on Friday, October 14, 2022 and recommends full Board approval of all items in this written report.

- Department of Energy Resolution for the Exclusion of Certain Trustees and Officers

This concludes the written consent agenda report of the Governance Committee.

# APPROVAL OF REVISIONS TO BOARD BYLAWS AND POLICIES

- **Compensation Committee Function of the Governance Committee**
  - Second approval of edits to Bylaws in red
  - (Edits in green received second approval on September 16, along with edits to BTRU 1.04.)
- **Staggering Elections of Committee Chairs**
  - Second approval of edits to Bylaws in red

# **APPROVAL OF REVISIONS TO BOARD BYLAWS AND POLICIES**

**For consideration for first of two necessary approvals by the Board of edits to Bylaws:**

- **Method for Removing the Chair and/or Vice Chair of the Board**
- **Method for Removing the Chair of a Committee**
- **Non-Board, Non-voting Members of Committees**

- L. review admissions policies and practices;
- M. monitor assessment and evaluation of academic programs and student success; and
- N. monitor the University’s fulfillment of its academic mission.

**SECTION 2. ADVANCEMENT, ENGAGEMENT AND COMMUNICATIONS COMMITTEE.**

The Advancement, Engagement and Communications Committee shall be kept informed of and consider:

- A. alumni relations and the activities of the University of South Carolina Alumni Association;
- B. University fundraising activities and the initiation of capital campaigns and campaign strategy with specific attention to the alignment between fundraising goals and the University’s mission;
- C. economic development activities and opportunities;
- D. federal, state and local government relations strategies and activities;
- E. communications and public relations strategies and activities; and
- F. community engagement and outreach strategies and activities.

**SECTION 3. AUDIT, COMPLIANCE AND RISK COMMITTEE.**

The Audit, Compliance and Risk Committee shall:

- A. oversee the activities of the office of Audit and Advisory Services;
- B. review and monitor policies of the University, its departments, and related entities;
- C. receive and evaluate reports and recommendations of internal and external auditors;
- D. perform such studies of financial matters as the Finance and Infrastructure Committee or the Board may request;
- E. recommend policies to the appropriate standing committee and the Board that will better serve the needs of the University of South Carolina and the public;
- F. serve as the human resources ~~and compensation~~ committee of the Board, with the explicit limited charge of gathering and analyzing data to inform action by the Board, by its Committees, or by other University units; monitor adherence to state and federal law, and tax and accounting requirements, regarding compensation practices; authorize salary studies as it deems appropriate or as referred to it by the Board; make recommendations to the Governance Committee regarding the compensation of the President;
- G. make recommendations to the Board regarding the appointments and salaries of principal officials elected by the Board as well as University officers having the rank of Vice President or Chancellor or equivalent rank;
- H. review and make recommendations, as appropriate, regarding ethics disclosures by the president and University employees; and
- I. review and monitor the Enterprise Risk Management process, reports from the University risk manager, and actions taken to mitigate risks.

community, the state, and the nation; provided, however, any motion for such special individual designation of a building, part of a building, outdoor space or facility (i) shall not be considered while the individual remains employed in the position for which he or she is to be recognized, and (ii) shall require approval by a two-thirds vote of the members present at the Board meeting at which the recommendation is made; or

4. in cases where it is desired to acknowledge conspicuous services of an individual (other than a past President, past Chancellor or past Campus Dean) to the University; provided, however, any motion for such special individual designation of a building, part of a building, outdoor space or facility (i) shall not be considered until one year after the death of the individual involved, and (ii) shall require approval by a three-fourths vote of the members present at the Board meeting at which the recommendation is made.

Buildings and other naming opportunities shall only bear the name of individuals or entities that exemplify attributes of integrity, character and leadership consistent with the highest values of the University. In the event the Committee determines that those attributes have been violated, it shall recommend to the Board that the individual's or entity's name be removed.

#### **SECTION 5. GOVERNANCE COMMITTEE.**

The Governance Committee shall:

- A. be charged with the consideration of all matters pertaining to the governance function of the Board;
- B. address issues related to Board member conduct and compliance with Board policies, institutional responsibilities and fiduciary duties; oversee the Board Conflicts of Interest Policy set forth in Article XVI of these Bylaws;
- C. function as the continuous strategic planning committee of the Board;
- D. oversee the annual evaluation of the President and make recommendations to the Board regarding the compensation of the President with appropriate input from the Audit, Compliance and Risk Committee;
- E. periodically review and recommend, as appropriate, amendments to the Bylaws of the Board and Board policies;
- F. periodically review and consider, as appropriate, modifications to the mission statements of all University System campuses;~~and~~
- G. be charged with the consideration of matters pertaining to diversity, equity and inclusion on University System campuses, including but not limited to education, training, and efforts to enhance the diversity of faculty, staff and students;:
- H. shall serve as the compensation committee of the Board, convening as deemed necessary by the Board Chair to provide expedited review and approval of contracts and compensation, when circumstances demand expedited review and approval, with all powers otherwise assigned to the Board of Trustees consistent with Board Bylaws or University policies;~~and~~
- I. inform in a timely matter the Trustees who are not members of the Governance Committee of any matters necessitating expedited review and approval, through outreach from Committee Chairs to members of their respective Committees; and

J. provide briefings regarding its actions to expedite review and approval of contracts and compensation to the Board of Trustees at each ~~scheduled~~ regular or called meeting of the Board, when such meeting follows any action completed by the Governance Committee to expedite review and approval of contracts and compensation.

**SECTION 6. HEALTH AND MEDICAL AFFAIRS COMMITTEE.**

The Health and Medical Affairs Committee shall:

A. be charged with the consideration, formulation, review and approval of all matters affecting the activities or policies of the Schools of Medicine, the College of Pharmacy, the College of Nursing, the College of Social Work, and the Arnold School of Public Health on the Columbia campus, and the health sciences units on each University System campus, and shall be kept informed of all matters affecting these activities or policies in order that it may make recommendations and reports to the Board;

B. be responsible for overseeing the administration's efforts to coordinate and integrate the heretofore listed schools and colleges into an efficient health sciences academic enterprise, and for the presentation of the results of such efforts to the University community and the public at large.

All matters relating to the various schools and colleges heretofore mentioned but also pertaining to financial affairs, academic affairs, student affairs, or facilities affairs of these schools and colleges shall continue to be the primary responsibility of the respective standing committee with primary jurisdiction over such matters as expressly delegated by these Bylaws, with the Health and Medical Affairs Committee having concurrent but subordinate jurisdiction.

**SECTION 7. UNIVERSITY SYSTEM COMMITTEE.**

The University System Committee shall:

A. function as the University System committee of the Board and shall be charged with the consideration of issues of System-wide application not otherwise expressly delegated by these Bylaws to another standing committee of the Board, including such matters as System administrative services, governance and coordination, and student transfer programs;

B. maintain attention to the integrity and independent accreditation status of the Comprehensive Universities while promoting collaboration, cooperation and appreciation for the spectrum of programs and capacities that span the University System;

C. be kept informed of all matters affecting the efficient management and operation of the System;

D. be charged with the responsibility for reviewing the activities of Palmetto College, and the coordination of University System on-line programs;

E. monitor matters of strategic importance that span the University System when doing so does not replicate work of any Board committee charged with strategic planning; and

F. meet from time to time with the President and Chancellors on matters of concern or interest.

# ARTICLE XIX

## AMENDMENTS

These Bylaws may be amended at any regular meeting of the Board by the affirmative vote of not less than two-thirds (fourteen or more votes) of the members of the Board, provided that notice of any proposed amendment including a draft thereof shall have been given at the regular meeting of the Board next preceding the meeting at which such amendment is voted upon and the proposal for amendment first shall have been referred to an appropriate committee of the Board in accordance with Article VII of these Bylaws.

Adopted by the Board of Trustees  
at its meeting on June 24, 1992.

Amended by the Board of Trustees  
at its meeting on February 19, 1993.

Amended by the Board of Trustees  
at its meeting on October 19, 1995.

Amended by the Board of Trustees  
at its meeting on August 10, 2001.

Amended by the Board of Trustees  
at its meeting on April 20, 2007.

Amended by the Board of Trustees  
at its meeting on February 4, 2011.

Amended by the Board of Trustees  
at its meeting on December 13, 2011.

Amended by the Board of Trustees  
at its meeting on April 17, 2013.

Amended by the Board of Trustees  
at its meeting on April 21, 2017.

Amended by the Board of Trustees  
at its meeting on June 22, 2018.

Amended by the Board of Trustees  
at its meeting on August 17, 2018.

Amended by the Board of Trustees  
at its meeting on October 19, 2018

Amended by the Board of Trustees  
at its meeting on August 14, 2020

I hereby certify that this edition of the Bylaws of the Board of Trustees of the University of South Carolina reflects the Bylaws as approved and adopted by the Board on ~~August 14, 2020~~June 25, 2021.

J. Cantey Heath, Jr.

L. Cameron Howell IV

*Secretary, Board of Trustees*

University of South Carolina

F. Standing committees may recommend for approval by the Board the appointment of non-Board members with subject matter expertise to serve on such standing committee with full right to participate in committee discussion but without the right to vote.

G. No member of the Board, other than the permanent Chairman and Vice Chairman, may serve on more than three standing committees of the Board.

H. Each standing committee, other than the Governance Committee, shall consist of not less than five members nor more than eight members of the Board appointed by the permanent Chairman at or following the August Board meeting of each even year. At the first scheduled meeting following such appointment in August 2022, the members so appointed of the Audit, Compliance and Risk; Health and Medical Affairs; and University System Committees shall elect a Chairman of their respective Committees. The terms of those three Committee Chairmen shall be for two years from the date of election until the appointment of membership in standing committees by the permanent Chairman in 2024. Each of the Chairmen of those three Committees shall be eligible to serve one additional, consecutive term. At the first scheduled meeting following Committee appointments in August 2022, the members so appointed of the Academic Excellence and Student Experience; Advancement, Engagement and Communication; and Finance and Infrastructure Committees shall elect a Chairman of their respective Committees. The Chairmen of those three Committees shall serve terms of four years from the date of election until the appointment of membership in standing Committees by the permanent Chairman in August 2026. Each of the Chairmen of those three Committees shall be ineligible to serve an additional, consecutive term. Thereafter, the members so appointed of the Finance and Infrastructure; Academic Excellence and Student Experience; and Advancement, Engagement and Communication Committees shall elect a new Chair of their respective Committees; and the terms of those three, new Committee Chairmen shall be for two years from the date of election in 2026 until the appointment of membership in standing committees by the permanent Chairman in 2028. Each of the Chairmen of those three Committees then shall be eligible to serve one additional, consecutive term. ~~The members so appointed shall elect a Chairman of the Committee at the first scheduled meeting following such appointment. The term of the Committee Chairman shall be for two years from the date of election until the appointment of membership in standing committees by the permanent Chairman in the next even year. The Committee Chairman shall be eligible to succeed himself for not more than one additional, consecutive term.~~ In the event a vacancy occurs in the office of Committee Chairman, the remaining members of the Committee shall elect a new Committee Chairman to complete the term of the vacating Committee Chairman at the first meeting of the Committee following the occurrence of such vacancy. Such service in completing a term shall not limit the Board member so elected from serving two additional consecutive terms as Chairman as provided above.

I. The Governance Committee shall consist of the permanent Chairman, Vice Chairman, and the duly elected chairman of each standing committee of the Board. The Vice Chairman shall serve as the chairman of the Governance Committee of the Board.

## **SECTION 2. SPECIAL OR AD HOC COMMITTEES.**

A. Special or ad hoc committees shall be appointed by the permanent Chairman of the Board with such powers and duties and period of service as the permanent Chairman may determine, provided that no special or ad hoc committee shall be created by the permanent Chairman to act upon any matter appropriate to be acted upon by a standing committee. The permanent Chairman may appoint non-Board members with subject matter expertise to serve on such special or ad hoc committees.

**APPROVED***Michael Amiridis*Signature/Date  
**MICHAEL AMIRIDIS**  
PRESIDENT

UNIVERSITY OF

**South Carolina**Donna K. Arnett  
Executive Vice President for  
Academic Affairs and Provost

To: Michael Amiridis

From: Donna K. Arnett *Donna K. Arnett*

Subject: Recommendation to Establish the James E. and Emily E. Clyburn Chair of Public Service and Civic Engagement

I am requesting that the Office of the Provost be allowed to establish the James E. and Emily E. Clyburn Chair of Public Service and Civic Engagement (Clyburn Chair). The scope of this endowed chair is listed below for your review and approval.

**Purpose**

The purpose of the proposed Clyburn Chair is to provide, support and promote public service and civic engagement in the university community.

**Criteria**

The Clyburn Chair holder will be a faculty member who has demonstrated a commitment to public service and community engagement. The Clyburn Chair holder will actively participate in the programming and outreach initiatives of the Center for Civil Rights History and Research. Other responsibilities include but are not limited to continuing prior engagement and work as a community leader and serving as a bridge between the university and community leaders and organizations.

**Entity for Use of the Name:**

This endowed chair will be fully funded according to the gift agreement with the Boeing Company. This fund is established in honor of two South Carolinians whose legacy of civic involvement helped change the history of our state and nation.

**Length of Term and Conditions for Renewal**

The selection and appointment process for this professorship will follow the procedures of university policy [ACAF 1.21 Appointment and Review of Endowed Chairs and Endowed Professorships](#). The chair holder will be named for an initial five-year term, with subsequent five-year reappointments available following the review protocol detailed in ACAF 1.21.

**Stipend**

The stipend for the Clyburn Chair will be determined based on the expendable revenue from the endowment fund.

Thank you in advance for your consideration. I am happy to provide any further information. If you are in agreement and approve this professorship, please forward your recommendation to the Board of Trustees for its approval.

C: Cheryl Addy, Vice Provost and Dean of Faculty

# CONTINUING EDUCATION FOR TRUSTEES

## “Dynamics of Governing”:

- Immediate crises versus long-term responsibilities
- Three fundamental responsibilities:
  - Duty of Care
  - Duty of Loyalty
  - Duty of Obedience

# **CONTINUING EDUCATION FOR TRUSTEES**

## **“Dynamics of Governing”:**

### **Topics for consideration:**

- **“Job descriptions” for Trustees**
- **Communicating the job of Trustees to stakeholders, especially faculty**
  - **Stakeholder mapping**
- **Regular inspection of important issues**
- **Case studies and “scrimmages”**

# CONTINUING EDUCATION FOR TRUSTEES

## Questions from Eckel & Trower:

1. What are the factors that hinder more effective governance at your institution? To what extent can the board influence those factors?
2. Boards often face competing interests. What are they at your institution? How, and how well, does the board handle those competing interests?
3. What are the expectations for individual trustees? How much consensus is there among the board related to these expectations? How are they communicated and assessed?
4. How often does the board step back from its work to reflect on how well it is governing?
5. How can it make these conversations part of its regular work?