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University of South Carolina

BOARD OF TRUSTEES

Executive Committee

June 18, 2008

The Executive Committee of the University of South Carolina Board of Trustees met on Wednesday, June 18, 2008, at 2:00 p.m. in the 1600 Hampton Street Board Room.

Members present were: Mr. Herbert C. Adams, Chairman; Mr. James Bradley; Dr. C. Edward Floyd; Mr. Miles Loadholt; and Mr. Michael J. Mungo. Mr. Mack I. Whittle, Jr. was absent. Other Trustees present were: Mr. William L. Bethea, Jr.; Mr. Mark W. Buyck, Jr.; Mr. John W. Fields; Mr. Samuel R. Foster II; Mr. William W. Jones, Jr.; Mr. Toney J. Lister; Ms. Darla D. Moore; Mr. M. Wayne Staton; and Mr. John C. von Lehe, Jr.

Others present were: President Andrew A. Sorensen; Secretary Thomas L. Stepp; Executive Vice President for Academic Affairs and Provost Mark P. Becker; Vice President for Research and Health Sciences Harris Pastides; Vice President and Chief Financial Officer Richard W. Kelly; Vice President for Student Affairs and Vice Provost for Academic Support Dennis Pruitt; Vice President for Human Resources Jane M. Jameson; Vice President for Information Technology and Chief Information Officer William F. Hogue; General Counsel Walter (Terry) H. Parham; Interim Vice President for University Advancement Michelle D. Dodenhoff; Associate Vice President of Finance and Budget Director Leslie Brunelli; Associate Vice President for Business and Facilities Helen Zeigler; Vice Chancellor of USC Aiken, Business and Finance, Virginia S. Hudock; Associate Dean for Academic Affairs, College of Education, Irma VanScoy; Associate Professor and Program Coordinator, Educational Leadership and Policies, College of Education, Zach Kelehear; Dean of USC Union Hugh C. Rowland; Dean of USC Upstate John C. Stockwell; Vice Provost for Academic Affairs William T. Moore; Vice Provost for Faculty Development Christine Curtis; Assistant Treasurer Susan D. Hanna; Director of Facilities, Division of Business and Finance, Tom Quasney; Director of Periodicals, University Publications, Chris Horn; Senior Vice President with Lehman Brothers Christoph Mulbert; Director of Capital Budgets and Financing Charlie FitzSimons; Nelson Mullins Riley & Scarborough LLP, Attorney Alan Lipsitz; Special Assistant to the President and Athletics Director John D. Gregory; Broadcast Journalist, Office of Media Relations, Frenche Brewer; Director of Accounting Services, Controller Office,

Division of Business and Finance, Mary T. Peak; Director of Public Information, USC Lancaster, Shana Funderburk; Student Government Association President Andrew Gaeckle; Director of University Communications, Division of University Advancement, Russ McKinney, Jr.; University Technology Services Production Manager Justin Johnson; Board staff members Terri Saxon, Vera Stone, and Karen Tweedy; and members of the media.

Chairman Adams called the meeting to order and asked Mr. McKinney to introduce members of the media who were in attendance. Chairman Adams stated that 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 to members of the Committee; and a quorum was present to conduct business.

Chairman Adams announced that the Executive Session would be held at the end of the meeting instead of the beginning.

#### Open Session

##### I. Contracts Valued in Excess of \$250,000:

A. Washington Intern Student Housing (WISH) - College of Arts and Sciences: Mr. Parham reported that USC operated a program known as the *Semester in Washington*. Fourteen students were selected and spent the semester working as interns in Washington, DC for a congressman or a federal agency. Students would receive 15 hours of academic credit for the semester.

The proposed Lease Agreement was with Washington Intern Student Housing, a management company, and would provide housing for the students in an apartment complex located in close proximity to the United States Capital and Congressional offices where the students would be working.

The term of the Lease was for three academic years - fall and spring semesters of 2008-09, 2009-10, and 2010-11.

The rental amount for 14 students was \$100,800 for the 2008-09 academic year, \$105,840 for 2009-10 and \$111,132 for 2010-11 for a total of \$317,772 during the three year term. This amount included rent, utilities, maintenance and janitorial services. The University was the Lessee and guaranteed the payment of this amount; however, the amount would actually be paid by students living in the apartment. The University would collect the funds and then forward a check to the management company. The University would not incur any costs unless there were less than 14 students enrolled during a semester, which had never been a problem in the past. Currently, there was a waiting list of students who wanted to participate in the program.

Mr. Bradley made a motion to approve the contract as described in the materials distributed for this meeting. Mr. Loadholt seconded the motion. The vote was taken, and the motion carried.

B. SCETV - Department of History/Institute for Southern

Studies: Mr. Parham reported that South Carolina Educational Television (SCETV) would produce and air two 1-hour programs each year for the next four calendar years entitled "Take on the South."

Each program would address a contemporary issue regarding the South. For example, the topic for the first program would be: "Is the South essential to win the White House?" Another topic would be: "Is William Faulkner the greatest writer of the 20<sup>th</sup> century?"

Each program would be presented in a debate format. Dr. Walter Edgar, Director of the Institute, would bring in two national scholars who would debate the topic, with Dr. Edgar servicing as moderator. The debates would be filmed before a live audience at SCETV, and the audience would be allowed to ask questions at the end.

The Institute for Southern Studies would pay SCETV \$67,000 each year for the four year period - a total of \$268,000. No USC money would be used to pay the \$268,000. The full amount would be funded from the \$660,000 Watson Brown grant that the Institute received.

Mr. Parham stated that Dr. Edgar was hopeful that these programs would be aired beyond South Carolina borders, to bring additional publicity for and attention to not only the Institute of Southern Studies but also the University of South Carolina as a whole.

Dr. Floyd made a motion to approve the contract as described in the materials distributed for this meeting. Mr. Bradley seconded the motion. The vote was taken, and the motion carried.

C. Lexington School Districts 2, 4, and 5: Mr. Parham gave an

overview of the Memorandum of Understanding (MOU) between the College of Education and Lexington School Districts 2, 4 and 5. The MOU was designed to help address the critical shortage of principals and administrators in K-12 schools in South Carolina by making a Masters in Education (M.Ed) degree in Educational Administration more readily available to South Carolina public school teachers.

The College of Education was committed to offering the 12 course - 36 credit hour M.Ed in Educational Administration degree program to qualified teachers in Lexington School Districts 2, 4 and 5. The courses would be offered through a blended learning program that would involve mostly on-line instruction with some

face-to-face instruction. The courses taught would be the same as those taught on campus.

In addition, Lexington teachers who were interested in participating in the program must apply to the USC Graduate School and be admitted based on the same admissions criteria applicable to other applicants. They would be subject to all USC and Graduate School rules and regulations.

In exchange for the College of Education's making this degree program available to the Lexington School Districts, Lexington had agreed to pay USC a flat fee of \$275,000 for a cohort of up to 25 participants in the program. The cohort would begin classes in the Fall 2008 semester and must complete the program within two years. The \$275,000 would be paid in four increments of \$68,750 on August 1, 2008, January 2, 2009, August 1, 2009, and January 2, 2010. USC would receive the \$275,000 regardless of how many of the 25 enrollees completed the program in the two year time period. The \$275,000 would not include the initial application fee for each participant, matriculation fees, change of status fees, late registration fees, and out-of-state tuition differential fees - all of which must be paid separately by each student.

Additionally, the MOU allowed the Lexington School Districts to enroll up to an additional two teachers in the program. Regarding these two students, if they completed the program by June 30, 2010, the School District would pay \$11,000 per student. If any of these students failed to complete the program, the School District would pay USC the sum of \$915 for each course they completed.

Ms. Moore inquired about how the program was developed and if it could be used in other parts of the state. Also, she asked if there was any program coordination with other universities in the state that offered Masters Degree programs in Education Administration, and how this curriculum was devised.

Dr. Jack Kelly, Program Coordinator for the Educational Leadership Program, responded that several years ago, they had begun their first contract with Old English Consortium and Sumter County. A total of 12 courses were offered and the program was well received at those sites. Therefore, Old English Consortium and Sumter County requested a second cohort. As word traveled about the program, other counties throughout the state began to request this program.

Dr. Kelly stated that this program had not been coordinated with any other schools in the state.

Ms. Moore made inquires regarding the tracking of students when they completed the program and how performance was measured. Dr. Kelly responded that the department followed up with the entity once their contract was completed. In addition, the district would have their faculty determine if they wanted the

program to continue and if they would like to be leaders of their own program. The district would bring up a critical mass of applicants, then the department would go through the process a second time.

Dr. VanScoy, Associate Dean in the College of Education, stated that the College of Education was accredited by the National Council for the Accreditation of Teacher Education and had been working for many years on performance based assessments of its candidates as part of the accreditation process. She stated they were continually updating their program assessment systems. The educational leadership program had eight key assessments that they measured their candidates on as they progressed through the program and the student's performance was measured against the professional standards in educational leadership and those results were reviewed by a professional association. They have measures of how well their candidates meet each one of the educational leadership standards.

Mr. Loadholt made a motion to approve the contract as described in the materials distributed for this meeting. Dr. Floyd seconded the motion. The vote was taken, and the motion carried.

D. Amendment to the BP Barber and Associates IDC Civil and Engineering Services Contract: Mr. Parham reported that on November 8, 2006, the University entered into an Indefinite Delivery Contract with BP Barber and Associates for Civil Engineering and Land Surveying services. The University uses indefinite delivery contracts as a way to have companies readily available to respond to small construction-project-related needs.

The law provided that a company could be paid up to a total of \$300,000 during a two year period for civil engineering/site design/land surveying services. The original contract with BP Barber and Associates was for a maximum of \$249,000. Due to the amount of civil engineering/land surveying work being performed within the University System and in order to be prepared to respond quickly to the construction needs of the University, the Campus Planning and Construction Department was requesting board approval of a \$51,000 increase to the original contract.

Mr. Bradley made a motion to approve the contract as described in the materials distributed for this meeting. Mr. Mungo seconded the motion. The vote was taken, and the motion carried.

II. Revenue Bond Resolution for USC Upstate Housing: Chairman Adams called on Mr. Kelly who presented a proposed Resolution to issue Higher Education Revenue Bonds for \$43,500,000 to acquire the existing Palmetto House dormitory from the Carolina Piedmont Foundation Properties, LLC, construct a second phase of the

Palmetto House, renovate certain housing facilities, and construct a bookstore within the Health Education Complex for the University's Upstate Campus.

The Board and the Buildings and Grounds Committee had previously approved an acquisition and renovation project of a 1,070 bed facility on the Upstate campus. Approximately \$13 million was approved to purchase an existing dormitory building, \$2 million to renovate an apartment complex and \$21 million to build a new dormitory. This request included \$5 million to be used toward the Health Sciences Education complex. The source of funding included state funds, gifts, institutional bonds as well as revenue bonds.

Mr. Mungo made an inquiry regarding the state of bond insurers for the municipal market. Mr. Kelly called on Mr. Mulbert, our underwriter with Lehman Brothers, who discussed various bond insurance carriers. Also, he stated that the majority of the traditional bond issuers had lost their AAA credit ratings. There were very limited numbers of insurers who were FHA and the University had been advised to consider FHA insurers on recent bond issues.

Chairman Adams called for a motion to issue Higher Education Revenue Bonds for \$43.5 million to acquire the existing Palmetto House dormitory from the Carolina Piedmont Foundation Properties, LLC, construct a second phase of the Palmetto House, renovate certain housing facilities, and construct a bookstore within the Health Education Complex for the University's Upstate Campus as presented.

Dr. Floyd so moved. Mr. Bradley seconded the motion. The vote was taken, and the motion carried.

III. Review of Scholarship Expenditures: Mr. Kelly reported that in the 1990s the University established a Carolina/Clemson ticket (now \$10 per ticket) to fund scholarships but with a portion going into a quasi endowment. Currently, the quasi endowment had grown to \$2.4 million and generated approximately \$110,000 per year in interest income and produced every other year approximately \$60,000 in increased revenues from the ticket sales. Since the home Carolina/Clemson games generated these scholarship funds every other year, the Board had allowed a similar fee to be imposed on the Carolina/Georgia game, providing scholarship funding annually as opposed to bi-annually. He requested that the administration be allowed to take half of the interest income from the Carolina/Clemson, which was \$55,000, and use it toward scholarships as well.

Mr. Loadholt made a Motion to authorize the portion of annual interest income generated for the Carolina/Clemson quasi endowment as a part of the University's yearly funding of scholarships. Mr. Bradley seconded the motion. The vote was taken, and the motion carried.

IV. Review of Research Quasi-Endowment: Mr. Kelly stated that in October 1997, the Board established a quasi endowment for research with proceeds from sales of intellectual property. These revenues were the outcome of work which was initially started under a research grant. In 1997/98 the fund was started with \$675,978 with a second deposit of \$520,338 in the following year. The fund had earned endowment income totaling \$806,924 to date bringing the total account balance to \$2,003,240. The Office of Research and Health Sciences proposed using \$750,000 of this funding for start up costs for newly appointed endowed chairs. Mr. Kelly stated that he had made the recommendation to President Sorensen and was seeking Board approval to authorize use of \$750,000 of this funding for start up costs for newly appointed endowed chairs.

Chairman Adams called for a motion to authorize the use of \$750,000 of the endowment income generated by the Research quasi endowment for the FY 2009 year and that the endowment earnings are available as a part of the University's yearly funding of Research. Mr. Loadholt made the motion. Mr. Mungo seconded the motion. The vote was taken, and the motion carried.

V. Status Report on Farmer's Market: Mr. Kelly stated that on March 3, 2005, acquisition of the Farmer's Market was approved by the state Budget and Control Board for \$14.85 million, the appraised value. On April 18, 2005, the University with approval of the Board, agreed to pay \$14.85 million for the property. Since that time, the Department of Agriculture changed the location of a new Farmer's Market and was faced with several challenges which prevented USC from purchasing this property. Due to the time lapse, the Budget and Control Board requested that the property be re-appraised. Currently, the appraised value of the property was \$15 million. Also, a project had been established to accomplish preliminary studies at a cost of \$50,000.

Mr. Kelly stated that the Farmer's Market project would be an integral part of the Athletics program. There would be approximately 4,000 parking spaces that would be available on the Farmers Market and the administration was looking at other options for using the property.

Board approval was requested to send a check for \$1 million to the Budget and Control Board as escrow and to begin the process of drafting the Resolution to borrow an additional \$14 million. The process should be completed within six months.

Mr. Bradley asked whether the University would become the beneficiary of all income that the land was currently generating once the \$14 million was paid. Mr. Kelly responded, yes, to his understanding. However, the document had not been finalized.

Chairman Adams called for a Motion to increase the acquisition price of the Farmer's Market property to a cost not to exceed \$15 million, contingent upon the outcome of preliminary site studies. The acquisition would be funded with Athletic Revenue Bonds. Until Revenue Bonds are issued, Athletics Operating Funds would be used. Mr. Loadholt so moved. Mr. Mungo seconded the motion. The vote was taken, and the motion carried.

In addition, Chairman Adams requested that the record reflect that the University hereby declares its official intent, pursuant to Federal Regulations, to reimburse itself from the amount of proceeds of the tax-exempt bond issue.

VI. FY 2008-2009 Budget: President Sorensen stated that developing the budget for FY 2008-09 had been a difficult process for the Administration. The University was faced with rising costs and decreased revenues from the state and continued inflation. The Columbia campus had received a state budget cut of 2.68 percent. In addition, the utility costs on the Columbia campus had increased by one million dollars. Therefore, the administration had made a decision to increase tuition. The tuition increase, if approved, would still be less than the rates announced by all of the other public universities who were our peers.

President Sorensen stated that he and the administration had been very sensitive to the concerns and needs of the students, their families and prospective students.

President Sorensen called on Mr. Kelly to provide details of the proposed FY 2008-09 University budget; Ms. Brunelli was also available.

Mr. Kelly gave an overview of the Internal Budget Process and stated that the process actually began in December and once data was accumulated from department heads, priorities of the University were then determined.

This year, the University was dealing with two major issues, a \$4.3 million state budget cut for the Columbia campus, inflation and adjustments for cost-of-living increases.

For FY 2008-09, the proposed Total Revenue was \$1,063,815,892. A breakdown of the revenues by percentage and source was as follows: Tuition and Fees 37.1 percent, State Appropriation 21.0 percent, Grants, Contracts, and Gifts 26.1 percent, Sales and Service Educational and Other Sources 3.2 percent, and Sales and Service Auxiliary Enterprises 12.7 percent.

Mr. Kelly summarized Total Expenditures which were \$1,087,110,137. The proposed expenditures and transfers by percentages were as follows: Instruction 29.8 percent, Research 11.5 percent, Public Service 5.2 percent, Academic Support 6.3 percent, Student Services 6.1 percent, Institutional Support 7.5 percent, Operation and Maintenance of Plant 6.4 percent, Scholarships and Fellowships

14.1 percent, Auxiliary Enterprises 9.2 percent, and Transfers 3.9 percent.

The University had received a reduction in state funding for FY 2008-09 in the amount of \$6,432,389 (USC Columbia \$4,301,711; USC School of Medicine \$614,322; USC Aiken \$357,141; USC Beaufort \$317,489; USC Upstate \$539,609; USC Lancaster \$79,392; USC Salkehatchie \$70,319; USC Sumter \$126,654; and USC Union \$25,752).

The FY 2008-09 Resident undergraduate cost per semester would increase by \$246 (\$213 Educational and General, \$25 Bond and Renovation Revenue, \$6 Student Activities and \$2 Student Health Center). The \$246 tuition increase per semester would generate approximately \$11.5 million. Of that figure, the Administration would use \$3.7 million to cover reduction in state appropriations and the balance would be used toward existing programs, new initiatives and inflationary costs.

The University's travel budget would be reduced by \$532,819. Both the Governor and the General Assembly had mandated agencies to reduce their travel budgets by a certain percentage; therefore, the University was adhering to their requests.

Total expenditures for Academic Programs and Services were \$1,319,941 (Faculty Excellence Initiative \$750,000, Global Competitiveness Initiative \$200,000 and University Libraries \$369,941).

The total expenditures for Academic Support and Student Affairs Programs was \$1,300,557 (Scholarship 4-percent Fee Waiver Increase \$701,277; Enrollment Management \$355,000; Gamecock Guarantee Operations \$100,000; Student Affairs Planning and Compliance \$120,000; Study Abroad Data Management \$10,000; and MyStudentBody.com initiative \$14,330).

The Gamecock Guarantee Operations initiative was a scholarship program which would help needy and low income families to assess scholarship dollars to attend the University. The funding would provide staff and operating costs associated with the program.

Student Affairs Planning and Compliance was funded at \$120,000 because additional resources were needed in the areas of compliance and monitoring. The University must comply with so many federal, state and other regulations; therefore, funding of this item was crucial to the University.

Mr. Kelly stressed that the Study Abroad Data Management system was needed to assist the University in keeping track of students who studied abroad and the MyStudentBody.com initiative was a required software program for all freshmen to take on alcohol and drug abuse.

In addition, Mr. Kelly reported that the General Institutional Costs and Central Operations funding were approximately \$2 million and itemized as follows:

Utility Increases	\$ 988,636
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Insurance Increase	\$ 166,386
Law Enforcement and Safety - Fuel Adjustment	\$ 125,000
Facilities - Fuel Adjustment	\$ 100,000
Facilities - Sustainability Coordinator	\$ 80,828
Facilities - Salary Allocation Plan - Year Three	\$ 500,000
Facilities - O&M of Strings Facility and Band Hall	\$ 100,027
Env. Health & Safety - Fire Alarm Inspection	\$ 145,980
Env. Health & Safety - Hazardous Waste Increase	\$ 15,000
Human Resources Initiatives	\$ <u>24,147</u>
Total	\$ <u>2,246,004</u>

Ms. Moore made an inquiry regarding the actual Utility and Insurance costs rather than only the increases. Mr. Kelly did not have the information available and stated he would bring it to her in the future. Ms. Moore requested that Mr. Kelly provide the Board with a more detailed report of the actual costs in the future so they could have a "bigger picture." Mr. Kelly concurred.

Mr. Kelly reported that the General Assembly had approved a pay raise for state employees. Also, whenever the General Assembly authorized state employee pay raises, the state would fund only a portion of the pay package and the University would have to fund the balance. The University's share of the Pay Package for Salary, Fringe Benefits, Health Insurance and Retirement for FY 2008-09 was \$1,556,933.

Additionally, he stated that the University had three Mandated Fee Distributions which totaled \$1,320,000 (Institutional Bond \$1,000,000, Student Health Center \$80,000, and Student Activities \$ 240,000).

Mr. Kelly gave an overview of the Source of "A" Funds which totaled \$525,936,208 (State Appropriated Funds \$151,211,185; Special Below-the-Line Appropriations \$8,300,867; Departmental Income and Transfers \$307,251,656; General Fund Income and Transfers \$59,172,500).

The total expenditures for the "A" Funds were \$521,375,108 leaving a Net General Fund Unallocated Carryforward Balance of \$4,561,100.

The following FY 2008-09 Tuition and Fee increases per semester for full-time students were as follows:

Undergraduate Columbia: Resident \$246, Non-resident \$638, Non-Resident General University Scholarship \$246, and Non-Resident Departmental Scholarship \$353. However, the Non-Resident Athletic Scholarship had decreased by \$84.

Graduate School: Resident \$274 and Non-Resident \$578.

Law School: Resident \$542, Non-Resident \$1,085 and Non-Resident Scholarship \$599.

Medical School: Resident \$1,116, Non-Resident \$1,395 and for Non-Resident Scholarship \$1,395.

Mr. Mungo voiced his concern that the Law School tuition increase should be significantly higher than the graduate and undergraduate schools. Chairman Adams responded that the Law School tuition was already double that of the graduate and undergraduate schools.

Discussion ensued regarding the tuition increases and the costs of attending USC Law School. The cost to attend USC Law School was much higher than other law schools that were comparable to ours.

Dr. Floyd asked if the Legislature had funded the University at the same level as last fiscal year and there were no mandated increases, what would be the percentage of increase in tuition. Mr. Kelly responded that the General Assembly had reduced the University budget by \$4.3 million. He estimated that it would be roughly 3.5 to 4 percent because a one percent tuition increase would raise approximately \$2 million.

President Sorensen stated that if the state did not cut the University's budget and they paid 100 percent of the required increase in salaries and benefits, he estimated that the tuition increase would be approximately 2.5 percent.

Mr. Bradley made an inquiry about the percentage tuition increase for in-state students at other state supported schools in South Carolina. Mr. Kelly stated that some of the larger four year institutions averaged around 8 percent.

However, he noted that tuition at Francis Marion, College of Charleston, and the Citadel was already lower than at USC. Clemson University tuition was higher and Winthrop University had the highest tuition.

Tuition increases for the regional campuses were as follows:

USC Aiken: Resident \$263 and Non-Resident \$487;

USC Beaufort: Resident \$375 and Non-Resident \$332;

USC Upstate: Resident \$291 and Non-Resident \$466;

Regional Campuses - under 75 credit hours: Resident \$198 and Non-Resident \$450;

Regional Campuses - 75 or more credit hours: Resident \$293 and Non-Resident \$517.

Chairman Adams called for a motion to adopt the operating budget for FY 2009, as presented in the materials distributed to the Board, including tuition and fee schedules, the housing budget and associated fee schedules, the athletics budget, and the designated funds budget. Mr. Mungo so moved. Mr. Loadholt seconded the motion. The vote was taken, and the motion carried.

Chairman Adams stated that there was a personnel matter which was appropriate for discussion in Executive Session. Mr. Bradley moved to enter Executive Session. Mr. Mungo seconded the motion. The vote was taken, and the motion carried.

Chairman Adams invited the following persons to remain: President Sorensen, Secretary Stepp, Ms. Jameson, and Mr. Parham.

Executive Session

Personnel Matter: Chancellor Salary Supplement Request:

The Board considered information regarding the Chancellor Salary Supplement request.

Since there were no other matters appropriate for discussion in Executive Session, Chairman Adams declared a return to Open Session.

Return to Open Session

Chairman Adams reported that the Beaufort Jasper Higher Education Commission had approved an annual housing allowance of \$15,000 and an annual automobile allowance of \$6,000 for the USC Beaufort Chancellor in 2007. For FY 2008-09, a request was being made to approve a modest increase for the Chancellor. All funds would be provided by the Beaufort Jasper Higher Education Commission.

Mr. Mungo made a motion to approve the Beaufort Jasper Higher Education Commission's salary supplement for the USC Beaufort Chancellor for FY 2009. Mr. Bradley seconded the motion. The vote was taken, and the motion carried.

Since there were no other matters to come before the Committee, Chairman Adams declared the meeting adjourned at 3:30 p.m.

Respectfully submitted,

Thomas L. Stepp  
Secretary