Strategic Management Committee Meeting
February 7, 2014
Wall Board Room
3:00 PM

PRESENT:
- Stacie Bowie  Vice President for Finance and Administration/CFO
- Ralph Byington  Interim Provost
- Eddie Dyer  Executive Vice President and COO
- Dan Ennis  Dean Edwards College of Humanities
- Brian Forbus  Chair Coastal Carolina University Alumni Association
- Abdallah Haddad  CIO and Assistant VP for Information Technology Services
- Edward Jadallah  Dean Spadoni College of Education
- Bill Plate  Associate Vice President University Communication
- Mark Roach  Vice President Office of Philanthropy
- Mike Roberts  Dean College of Science and VP for Research/Emerging Initiatives
- Sandy Williams  Chair Staff Advisory Council
- Gregory Thornburg  Vice President Enrollment Services
- Brian Forbus  Chair Coastal Carolina University Alumni Association
- Hunter Yuracheck  Athletic Director

FACULTY SENATE CHAIRS PRESENT:
- Sarah Banks  Chair Building and Grounds
- Robert Earnest  Chair Promotion and Tenure
- Jennifer Hughes  Chair Calendar
- Steve Madden  Chair Faculty Senate
- John Marcis  Chair Faculty Welfare
- Ken Martin  Vice Chair Distance Learning
- Brandon Palmer  Chair Academic Affairs
- Nicholas Pritchard  Chair Core Curriculum
- Renee Smith  Chair Faculty Grievance
- Jay Teets  Chair International Programs
- Matt Wilkinson  Chair Student Life

ABSENT:
- Barbara Burd  Dean Library Sciences
- Debbie Conner  Vice President Student Affairs
- Will Lyerly  Chair Student Conduct
- Pamela Martin  Chair Distance Learning
- Kaitlin Page  President Student Government Association
- Nelljean Rice  Dean University College
- Barbara Ritter  Interim Dean Wall College of Business
- Amy Tully  Chair Nominations and Elections

OTHERS PRESENT:
- Rose Marie Johnson  Coordinator of Strategic Planning and Risk Management
- Ken Small  Faculty Senate Distance Learning Committee
Call to Order:
Eddie Dyer called the meeting to order at 3:05 PM.

Approval of Minutes:
Dyer requested that everyone review the minutes. A motion was made by Steve Madden and seconded by Edward Jadallah to approve the minutes. Dyer called for discussion and Stacie Bowie mentioned that Abdallah Haddad had several requests to amend the wording in the minutes; however, Abdallah was unavailable at the meeting to discuss. Bowie noted that the word “Noodle” in the minutes should be “Moodle”. She requested that we table the approval of the minutes until Haddad was present to clarify his suggestions. The committee concurred to table the motion.

Request to Amend the Committee Membership:
Dyer explained that the University has changed organizationally in several areas since the current Strategic Management Committee was charged in October of 2008. After conferring with the Interim Provost and with the Chief Financial Officer, a decision was made to request an amendment in the present committee membership to include the Associate Vice President for University Communication and the CIO/Assistant Vice President for Information Technology Systems. At present, Bill Plate is the Associate VP for University Communication and Abdallah Haddad is the CIO and Assistant VP for ITS. A motion was made by Ralph Byington and seconded by Bowie to approve this amendment to the committee membership. There being no further discussion, the amendment passed unanimously.

Strategic Plan Assessment Report 2012-2013:
Dyer requested that the Interim Provost, Ralph Byington, present the 2012-2013 Assessment Report. Byington stated that he would like to highlight several areas that he believed to be significant in this year’s report. He requested that Chris Mee assist at any time with any additional comments.

Strategy One: Meeting the Educational Needs of Students and Community
Byington stated that the University continues to meet the educational needs of our students and our community through class scheduling, formatting, and course offerings. He noted that next year, the University will offer a total of 16 Certificate programs in addition to our degree programs. Byington also advised that the COOL program, Coastal Office of Online Learning, will offer as many as 14 online and hybrid programs within the next year.

Byington commended Darla Domke-Damonte and her associates for their efforts to increase our international student enrollment and add additional programs and student activity opportunities for those students. He mentioned that there are over 120 American students who will study abroad this year.

Strategy Two: Ensuring Student Success
Byington noted that the University continues to make progress towards our retention rate of 72%. He stated that our retention was 63% in the Fall of 2013. This represents a gain of 4% from our previous retention rate of 59%.
Byington stressed the importance of the University’s QEP initiatives. He emphasized that the University allocated more resources during the current year for programs and initiatives. This has increased the University’s visibility within the community as a research school, where students and faculty continue to grow and develop through “hands on learning”.

Byington stated that the University’s Sustainability efforts continue to increase campus-wide. Another positive is that the opportunities offered for students through the campus recreation department continue to increase, as well.

Byington noted that he expects to see the alumni giving levels increase with the reorganization of the philanthropy department and the appointment of a new Vice President. The numbers reported appear to be flat and he assured the committee that future plans with effort should prove to be positive.

Strategy 3: Ensuring Faculty and Staff Success
Byington remarked that the implementation of the staff compression survey was progressing favorably. He expects this goal and objective to continue to move forward.

In regards to the promotion of excellence for faculty and staff, Byington mentioned the success and implementation of the new employee orientation program for new hires, expanded training opportunities for employees university-wide, and wellness initiatives to include the “Smoke-Free Campus” directive in the coming year.

Strategy 4: Ensuring Financial Viability and Managed Growth
Byington highlighted the fact that the University has not increased tuition for in state residents in the last three years. The University continues to offer community cultural, athletic, and educational ticketed events which provide additional revenue in support of the University mission. Byington added that with the additional new facilities and infrastructure on campus, he expects miscellaneous revenues through athletic and cultural events to increase.

Supporting Strategies: Improved Communication, Stronger Assessment and Accountability, Increased Technological Support

Byington referenced the success of the “Feel the Teal initiative” stating that the program enhances the University’s profile.

Byington reminded the committee that an update to the University’s peer and aspirant institutions was completed in the Fall of 2012. (A copy of peer and aspirant institutions is attached at the end of the minutes for reference) Institutions were selected based on a compilation of data which included the following characteristics: composition, performance, and entrance requirements, with multiple variables considered from each category. After consideration, analysis, and discussion, nine peer and five aspirant institutions were selected.
With reference to our Moodle Learning Management System, Byington indicated that our progress continues toward meeting our objectives. Progress also continues with technological innovations relative to our video surveillance systems, computer laboratories, and our library systems. The University continues to progress toward our objectives related to performance indicators and dashboards developed to present data from key areas such as enrollment, philanthropy, human resources, admissions, and financial aid.

Dyer thanked Byington for presenting the Strategic Plan assessment 2012-2013 report.

A motion was made by Byington and seconded by Madden to adopt the report as presented. Unanimous. The motion carried.

Strategic Plan Addendum

Strategy 1: Meeting the Educational Needs of Students and the Community
Byington introduced the Strategic Plan Addendum for 2013 – 2015 and noted that several objectives had been amended that were requested during the December 2013 strategic management committee meeting. Byington noted the following items:

1. A 3% increase for student enrollment in study abroad programs grows the program from 200 students towards 250 students.
2. An increase for international student enrollment to 3% of our total student enrollment by the Fall of 2018 grows our program toward an enrollment of 200 international students.
3. A 1.5% increase for graduate degrees awarded in 2018 grows the program toward granting 1650 annually.
4. The University continues to add graduate and undergraduate programs.
5. The University would like to increase the six year graduation rate.
6. Byington would like to see the 1 year retention rate for first-time, full-time freshmen move from 63% to 72% by the Fall of 2018.

Strategy 2: Ensuring Student Success
Byington hopes to have a recommendation from the retention committee concerning retention initiatives for the next strategic management meeting. Bowie noted that the retention rate does not account for students who transfer to Coastal Carolina University from other institutions. The percentage only accounts for students who enter Coastal as a freshman. Steve Madden also noted that these rates do not include the 2 + 2 programs that the University provides. Bowie further explained that our desire is for “students to enroll here at Coastal and graduate here at Coastal”. Dyer mentioned that some of our retention percentages are affected by the University’s enforcement of our Student Code of Conduct.
Greg Thornburg relayed that there are several programs, such as chiropractic degree programs, that only require two years of undergraduate credit before acceptance into their programs. He stated that some students leave our campus to study at these types of programs. Madden questioned if certificate programs and on line technology contribute to this number being lower. The consensus was that this is possible.

Chris Mee noted that she refers to the College Portrait Student Success data to actually compare our retention levels. She stated that some institutions have retention into the 70 and 80 percentage range.

Bowie questioned moving the University’s acceptance rate towards 66%, which is the South Carolina Public institutions’ average. She stated confusion by this goal, as she believes the University should constantly strive to accept quality students for admission. She further stated that acceptance depends on “the quality of the pool of applicants”. Byington agreed that our acceptance goals should match those of comparable schools. Thornburg reported that applications increased by 3,000 records this year. The admissions team continues to receive applications that are not acceptable and they approve roughly 65% to 74% of applications.

Byington emphasized that the University needs to have a target number related to acceptance. Dyer expressed his desire that we continue to be diligent seeking qualified students so that we do not appear to be an “open admissions campus”.

Strategy 3: Ensuring Faculty and Staff Success
Byington introduced this section of the addendum reiterating the University's commitment to address faculty and staff salary compression issues during the next two years. He noted that during this fiscal year, the first phase of salary changes relative to the compression study was implemented. Bowie requested that the word commitment be removed from the addendum, as some employees may interpret this to be a promise or a stated fact that the University is required to address the compression issues. Bowie informed the committee that the current budget outlook indicates a shortfall unless the University increases tuition.

Madden spoke on behalf of the faculty and strongly stated that the University made a commitment to faculty and staff. He noted that the administration should avoid any discontent on the part of all employees. Madden requested that the wording (commitment) remain exactly as it is in the addendum because faculty members were faithful and loyal to the University rather than seeking employment elsewhere based on the University’s commitment. Madden stated that the faculty and staff understood that there are budget constraints. He suggested that the University could at least implement two years, even if the third year was delayed for up to a year. Madden stated that there were 469 faculty members who all felt good about the plan as presented and he would like for all efforts to continue to fully implement the study.

Dan Ennis requested that the University “not retreat” on its commitment to implement salary increases over the three year period. He encouraged the committee to request that the University follow-
through with the implementation schedule. Sarah Banks concurred with Madden and Ennis. She requested that the University’s commitment to address salary compression remain constant according to the original implementation schedule, if possible.

Dyer thanked Madden for the efforts of the faculty to address retention issues and for their commitment to the University. Dyer noted that he would like to keep the faculty and the staff motivated. Ennis requested that the committee make a recommendation requesting the University maintain its commitment to the implementation of the faculty and staff salary compression study. Mike Roberts agreed. The consensus of the committee is to keep the wording “maintain commitment to the faculty and staff salary compression issues based on budget adoption/availability of funding” in strategy #3 of the addendum.

Strategy 4: Ensuring Financial Viability and Managed Growth
Byington pointed out that our enrollment continues to grow toward 10,000 students in the two years. He expects our graduate school enrollment and our transfer student enrollment to increase based on the addition of several new programs. He noted that alumni rate of giving is expected to increase by 1% per year. Madden questioned how long it has been since the University’s last capital campaign. Dyer answered that the last capital campaign was associated with the University’s 50th anniversary. (2004)

Supporting Strategies: Improved Communication, Stronger Assessment and Accountability, and Increased Technological Support

Byington stated that the University remains committed to a culture of service excellence. Our current University SACS designation is a Level V and we will continue to maintain this level of accreditation. Byington mentioned the establishment of an Information Technology Council, stating the council members will review our systems and making recommendations to help us achieve all of the initiatives set forth in the addendum.

A motion was made by Byington and seconded by Madden to adopt the Strategic Plan Addendum 2013-2015. Unanimous. The motion carried.

Report Budget Update
Bowie noted that the University staff continues to estimate revenues and expenses conservatively. She stated that our budget is on target for expenses and revenues as of this meeting date. Bowie noted that our revenues are approximately $40,000 over the amount budgeted and that our expenses are “coming in close” to budget predictions. Bowie explained that the University is not filling staff positions quickly when vacancies occur and that the hiring of temporary staff and adjuncts decreases personnel costs during the budget cycle. Bowie reminded the committee that the University budgets a contingency of 3% and that the contingency budgeted this fiscal year is 1.5 million.
Tuition for next year is unknown at this time. Tuition rates are established by the Board of Trustees at their May meeting each year. In-state tuition may increase next year; however, the Legislature must approve our request for tuition increases. Bowie advised that the compression study must continue to be built into the budget and that this is an on-going expense for budget purposes, not just a one-time expense. Madden questioned why the state does not understand our requests for additional funding or our requests when we need to adjust tuition costs. Dyer noted that other schools have traditionally “had the ear” of the Legislature. Coastal Carolina University must continue to make the political contacts necessary to garner the Legislature’s approval on budget and program requests.

The “bottom line” according to Bowie is that “the budget is going to be tight”. The General Assembly of South Carolina is “getting tighter”, higher education continues to be scrutinized, federal mandates are becoming more cumbersome, and the state legislature considers higher education to be a “revenue maker”. Bowie reminded the committee that while the University has been successful and responsible with our “Penny Projects”, we have not been rewarded for being fiscally responsible by the Legislature.

**Report: Facilities Update**
Sandy Williams gave the following update for the development of our fiscal plant around campus:
* Construction of Hicks Dining Hall-Construction is due for completion near the end of 2014.
* Student Housing Complex- Construction is due for completion in the Fall of 2015.
* The Bridge between Wall and Prince- Replacement during Spring Break 2014.
* Atheneum Hall-Construction to begin in February 2014 and completed by February 2015.
* University Catering Kitchen- Construction is due for completion in October 2014.
* Litchfield Education Center at the Landing-Project is Complete, except for Signage.
* Georgetown Education Center-Project is nearing completion for April 2014.
* Singleton Building-currently in the Programming Stage
* Athletic Recreation Fields on the East Campus-Under construction and completion expected Fall 2014.
* Brooks Stadium Turf Project- Projected completion date is Summer 2014 (Provided by private funds)
* Quail Run Sidewalks- to be widened during the Summer of 2014.
* Tennis Complex-completed by October 2014.
* Swain Hall-HVAC issues to be addressed over spring Break 2014.
* Student Center Annex I-Construction is progressing nicely.
* Science Annex II-currently in the plan review phase.
* 2nd Academic classroom Building beside Wall-received state approval yesterday (Feb 6)
* Fire Tower Parking Property-will provide 700 more parking spaces-completion Summer of 2014.
* Chick Fil A is planned for CINO grill-Opening August 2014

Banks questioned the safety of the Crosswalk near Lackey Chapel. She stated that she had witnessed several dangerous situations at that site. She also expressed her desire for CCU to become a walking campus. Dyer explained that the University had sent seven (7) different proposals to SCDOT for a safety walkway at that location. All seven (7) had been denied. SCDOT has requested that the University take ownership of the road. After our May graduation, the road will be resurfaced by SCDOT and deeded to the University. Williams noted that Chanticleer Drive speed bumps will be updated during Winter Break 2014.
Williams also explained to the committee that the University has started negotiating with the Waccamaw Regional Council of Governments to conduct a Mobility/Transportation Study for the University.

Renee Smith questioned if there were any current plans for a daycare facility on campus. Dyer explained that the President had considered a site where the Photography office is currently located. However, the site could only accommodate about 32 children. The President does not want to get into a “lottery type” of selection criteria for selection of attendees. Smith questioned if there were any sites on the east campus available. Dyer answered that any type of day care facility on the east campus would need approval from the Atlantic Center Property Owners Association. Numerous deed restrictions apply, as the Atlantic Center was designed to be an Industrial Park. Byington responded that Dean Jadallah is talking to the Horry County School District concerning the possibility of opening a child development center.

Report: Retention Initiatives
Byington stated that retention initiatives are currently being drafted by two committees. He noted that the two major areas of concentration include (1) Academic and Instructional Programs and (2) Student Services. He hopes to have a final plan presented to the Board of Trustees and an update to the Strategic Management Committee at their next stated meeting.

Report: Enrollment Projections
Thornburg stated that the University projects 2% enrollment growth per year until the year 2020. This will level student enrollment at 12,500, which is the enrollment goal set by the Board of Trustees. Thornburg stated that there had been several conversations on campus and within the BOT concerning the ability of the infrastructure on campus to sustain a population of 12,500. There has also been a concern about the space on campus relative to viability. Dyer noted that the University may not be able to expand more on the current campus and that the student population may level off to about 10,500 based on current facilities. Dyer mentioned that the University may need to expand towards property owned on International Drive in the future, if we are to accommodate 12,500 students. Thornburg also advised the committee that his office is noting a new population of students who have part of a degree. They are requesting admission to finish their coursework.

Smith states that she has noticed a growth in our veteran population. She questioned if we are actively recruiting veterans. Thornburg answered that we currently have 241 active reservists on campus. He thanked Chris Mee for tracking those numbers. Thornburg reported that his office does actively recruit veterans and that the University has a number of veteran dependents on campus. The admissions office has hired an in-house counselor, Greg Nance, to actively engage with veteran specific agencies for recruitment purposes. Smith shared that online growth could assist this population. Byington added that Jadallah is leading an effort to address the expansion of our on line programs in other locations, especially outside South Carolina. Byington hopes that the Commission on Higher Education will approve our request for on-line program expansion.
Report: The Governor’s Office and Performance Based Funding
Dyer reported that there is a state-wide reorganization push by the South Carolina Governor’s Office requiring state agencies to participate in Performance Based Funding. The South Carolina Budget and Control Board continues to be reorganized by the Governor’s Office. This mandate will be decided by the Legislature. The Governor’s Office seems to have placed a “spot light” or their attention on higher education. Performance Based Funding will utilize a formula based on retention percentages, graduation rates, the University’s performance on budget matters (funding), accountability, transparency, and etc. Dyer further noted that we must monitor our spending and be fiscally responsible with all the dollars that we receive.

Other Business
Dyer ascertained if any member had any further business.

Rose Marie Johnson requested that the September 27, 2013 Minutes be revisited for approval.

Abdallah Haddad requested that the September 27, 2013 Minutes be clarified relative to his statement concerning ITS terminology and initiatives. The committee agreed to allow him to give Johnson the changes.

A motion was made by Madden and seconded by Jadallah to amend the September 27, 2013 Minutes and approve them as requested. Unanimous. The motion carried.

Adjourn
A motion was made by Byington and seconded by Bowie to adjourn.