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

PRESENT:
Barbara Burd          Dean Library Sciences
Ralph Byington        Provost
Eddie Dyer            Executive Vice President and COO
Dan Ennis             Dean Edwards College of Humanities
Matt Hogue            Interim Athletic Director
Edward Jadallah       Dean Spadoni College of Education
Bill Plate            Associate Vice President University Communication
Chris Mee             Executive Director of Planning and Research
Nelljean Rice         Dean University College
Barbara Ritter        Interim Dean Wall College of Business
Gregory Thornburg     Vice President Enrollment Services
Sandy Williams        Chair Staff Advisory Committee

FACULTY SENATE CHAIRS PRESENT:
Sarah Banks           Chair Building and Grounds
Robert Earnest        Chair Promotion and Tenure
Jennifer Hughes       Chair Calendar
Will Lyerly           Chair Student Conduct
Steve Madden          Chair Faculty Senate
Renee Smith           Chair Faculty Grievance
Jay Teets             Chair International Programs
Amy Tully             Chair Nominations and Elections
Matt Wilkinson        Chair Student Life

ABSENT:
Stacie Bowie          Vice President for Finance and Administration/CFO
Debbie Conner         Vice President Student Affairs
Brian Forbus          Chair Coastal Carolina University Alumni Association
Abdallah Haddad       CIO and Assistant VP for Information Technology Services
John Marcis           Chair Faculty Welfare
Pamela Martin         Chair Distance Learning
Kaitlin Page          President Student Government Association
Brandon Palmer        Chair Academic Affairs
Nicholas Pritchard    Chair Core Curriculum
Mark Roach            Vice President Office of Philanthropy
Mike Roberts          Dean College of Science and VP for Research/Emerging initiatives

OTHERS PRESENT:
Rose Marie Johnson    Coordinator of Strategic Planning and Risk Management
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 Ralph Byington to approve the minutes of the February 7, 2014 Strategic Management Committee meeting. Bill Plate seconded the motion. The motion passed unanimously.

Message from Faculty Senate Chair:
Steve Madden requested to address the committee prior to the commencement of the stated agenda. Madden expressed his gratitude for all of the hard work completed by the Faculty Senators during the past school year. He congratulated each Faculty Chair for the success of completed projects. Madden stated that he has enjoyed the year as Chair of Faculty Senate.

Discussion of Retention Initiatives:
Byington introduced his report stating that the University’s Retention Goal is “to create an educational and co-curricular environment conducive to student achievement and the cultivation of promotion and connective relationships, which promotes retention and graduation for Coastal Carolina University students”. He explained that the compilation of recommendations is a result of the work of two committees. The first committee concentrated their work product on “Academics” and the second committee focused their efforts on the “Whole Student”. Faculty groups, staff, and other stakeholders provided information included in this report.

The committee reviewed Best Practices from other institutions. Academic profiles based on current academic footprints were determined per college.

Highlights of the report include the following:
* Academic Advising Centers will be established in all Colleges and Retention Coordinators will be assigned to each Academic Advising Center.
* The continuation of freshman leadership programs with identification of sophomore peer leaders.
* To establish Undergraduate (UG) Research Fellows and Experiential learning (EL) Fellows.
* Fellows to be modeled after graduate assistantships
* Create a marketing/branding campaign for Fellows and target resources to attract.
* Coordinate a campus-wide support system for all advisers on campus through Ellucian Student Success or Student Planning. The program will provide an early warning system for students who are not performing well.
* The creation of four year study plans for each student outlining the University’s expectations for completing degrees within a four year plan.
* Institute a summer admissions policy for at risk students. This will be coordinated through University college as a pilot program focused on tracking student success.
* Develop a model to forecast and enroll new and continuing students to increase the quality of our accepted students.
*Create additional tutoring models outside of the classroom in residence halls with student tutors and supervisors.
*The creation of a Blog for Parents (parent/family communication plan) to increase communication and information. Create a Faculty Blog for an exchange of ideas. Surveys for parents are to be incorporated.
*Continue to explore Experiential Learning requirements for each college program.

Byington added that he would like to see more professional development activities for students including exposures to e-portfolio experiences and cultural activities. Byington commended the retention committee for an outstanding job product.

Byington noted that the University's retention initiatives are producing positive results. Freshman retention has increased slightly during the year from 65.7% to 67.8%. Byington contributes this increase to faculty involvement and noted that the University seems to be moving in a more positive direction to meet our retention goals and objectives.

Byington added that 50% of high school graduates enter two year programs at other institutions and they perform quite well. Byington hopes to attract this type of student. He stated that Nelljean Rice is working with Horry Georgetown Technical College and other two year institutions to provide outreach and programs that may attract their graduates. Students who apply with an Associates degree are automatically accepted by Coastal Carolina University. Programs designed to help these applicants develop schedules early will improve the chances of enrolling these students on campus. Byington mentioned additional CTEAL offerings and the COOL (Coastal Office of Online Learning) Initiative as additional technical pieces that will assist this process.

SACS Update:
Byington announced that the Education Specialist degree program has been approved by SACS. He noted that there are several current proposals awaiting approval from the Commission on Higher Education.

Budget Update:
Dyer announced that Stacie Bowie is not available to give this report, as she is busy working with the University bond attorneys. Dyer gave an informal report noting that the financial viability of the University is strong. Our next fiscal year forecast includes an increase for enrollment and retention. Dyer commended Greg Thornburg and his department staff for “leaving no stone unturned” while trying to recruit students that the University can retain. The University continues to receive little funding from the state relative to appropriations. Dyer reported that the University has not increased in-state tuition for two years in a row. Dyer stated that he believes the Board of Trustees will probably approve a 2.95% increase for in-state tuition and a 3.2% increase for out-of-state tuition at their next meeting.

Dyer noted that the University has spent 256 million dollars for campus construction over the last six years. The University will begin construction for a new Academic Building and a third Science Building. Dyer believes that Coastal Carolina University manages its resources extremely efficiently.
Dan Ennis noted that he University recently imposed a “hiring freeze”. He questioned the University’s position concerning any damage to our reputation or our image for placing this action during the middle of the academic hiring season. He expressed his concern about this decision. Byington stated that the enrollment projections were low at the time the decision was made. There were external factors that also affected this decision. Since the decision was made, our enrollment projections have increased and the enrollment outlook is far greater. Hopefully, there is no reputational damage and this decision is viewed as part of the process of making a business decision. The hiring process for faculty and staff needs will always be dependent on enrollment, as there is a definite cost to conducting business. Byington agreed that Ennis’s concern is well taken.

Dyer agreed with Byington that the “hiring freeze” was not an easy decision. He noted that Provost Byington is advocating daily for the faculty and staff.

**University Communication News:**

Bill Plate explained that his department has reviewed its current operations and is working to improve in every area possible for the future. He has several goals and initiatives planned for the future and the department is in the process of working with the Executive staff, the Board of Trustees, and others to incorporate the various University needs into this plan. The department continues its mission to create brand awareness. Staff continues to educate internal and external stakeholders in matters relative to our trademark, licensing, athletic marks, our seal, and numerous other media related requests.

University Communication staff are now assisted by a staff person solely dedicated to social media. The social media coordinator monitors all social media websites and is working to create a university–wide social media group. During the first quarter of monitoring social media websites, 13,000 mentions were recorded through searches of Coastal Carolina University. Staff continues to create new distribution systems to streamline news releases, videos, articles for the website, University publications and emergency notices to students and staff.

In an effort to achieve consistency, the Office of University Communication provides editorial style, graphics/visual elements, electronic media, web guidelines, and template downloads to assist employees and students with their assigned tasks.

University communication continues to be a mobile campaign geared toward “getting the word out there”. Plate and other members of his staff work with numerous efforts and initiatives around campus to broaden and project the University message through campaigns such as recruiting and marketing graduate programs to name a few.

**Other Business:**

At the request of Dyer, Sandy Williams reported that the University has engaged an outside consultant to study the transportation needs around the campus. The Wayfinding or Mobility study should be completed by the end of the calendar year.

A motion was made by Madden to adjourn and seconded by Byington. The motion carried.