Strategic Management Committee
October 9, 2014
Wall Board Room
3:00 PM

PRESENT:
Stacie Bowie    Vice President for Finance and Administration/CFO
Ralph Byington  Provost
Debbie Conner   Vice President Student Affairs
Edgar Dyer      Executive Vice President and COO
Dan Ennis       Dean Edwards College of Humanities
Abdallah Haddad CIO and Assistant VP for Information Technology Services
Matt Hogue      Interim Athletic Director
Edward Jadallah Dean Spadoni College of Education
Dan Lawless     Chair Staff Advisory Committee
James Luken     Chair University Wide Assessment Committee
Chris Mee       Executive director of Planning and Research
Bill Plate      Vice President for University Communication
Nelljean Rice   Dean University College
Mark Roach      Vice President Office of Philanthropy
Michael Roberts Dean College of Science and VP for Research/Emerging Initiatives

FACULTY SENATE CHAIRS PRESENT:
Sarah Banks     Chair Building and Grounds
Sara Brallier   Chair Core Curriculum
Teresa Burns    Chair Academic Affairs
Pamela Martin  Chair Distance Learning
John Mortimer  Chair Faculty Grievance
Renee Smith    Vice Chair Faculty Senate
Yoav Wachsman  Chair Student Life
Matthew Wilkinson Chair Student Conduct

ABSENT:
Barbara Burd    Dean Library Sciences
Steve Earnest   Chair University Promotion and Tenure
Brian Forbus   Chair Coastal Carolina University Alumni Board
Steve Madden    Chair Faculty Senate
Colleen McGlone Chair Intercollegiate Athletics
Kate Oestreic  Chair Nominations and Elections
Nancy Ratcliff  Chair Faculty Welfare and Development
Barbara Ritter  Dean Wall College of Business

OTHERS PRESENT:
Rose Marie Johnson Coordinator of Strategic Planning and risk Management
Call to Order:
Eddie Dyer called the meeting to order at 3 PM.

Approval of Minutes:
Dyer requested that everyone review the minutes. A motion was made by Ralph Byington to approve the minutes of the May 7, 2014 Strategic Management Committee meeting. Edward Jadallah seconded the motion. The motion passed unanimously.

Discussion and Adoption of the Strategic Plan Assessment 2013-2014:
Byington explained that he would only take a few minutes to walk through the Strategic Plan Assessment for the 2013-2014 fiscal year.

Strategy One: Meeting the Educational Needs of Students and Community
Byington noted that while actual degree programs such as Undergraduate Education and Business Administration experienced a decrease in the number of degrees awarded this fiscal year, all other programs increased their awards substantially. He added that total credits earned had increased drastically, as well.

Byington added that three new graduate programs were added in the Fall of 2014 which included the Ph. D. in Marine Science: Coastal and Marine Systems Science, the Educational Specialist in Educational Leadership, and the Master of Arts in Liberal Studies. Byington further noted that the University began offering a new Bachelor of Science in Information Technology degree program. He stated that several new programs are being reviewed for presentation to the Commission on Higher Education which will add future growth in our degrees offered.

Strategy Two: Ensuring Student Success
Byington announced that our one-year retention rate for the 2012 first-time freshmen was 62.6%. He believes this is a very positive move towards meeting our goal of 72%. He would like to see the University achieve and go beyond the 72% goal in the future. Byington would like to see our six-year graduation rate move in a more positive direction. With respect to this objective, he stated that Coastal Carolina University ranks fifth among South Carolina’s ten comprehensive Universities. Dyer questioned which comprehensives rank numbers one through four. Byington answered that the College of Charleston, The Citadel, Winthrop, and Lander University report a higher cohort for this objective.

Strategy Three: Ensuring Faculty and Staff Success
Byington stated that several programs designed to meet this objective were implemented during the year. He reiterated the University’s commitment to address faculty and staff salary compression issues.

Strategy Four: Ensuring Financial Viability and Managed Growth
Byington reported that the University’s Fall 2013 undergraduate enrollment represented a 1.4% increase over the enrollment for Fall 2012. While this increase appears to be flat and is below the 2% projected growth, the University is well on its way to exceeding an enrollment of over 10,000 in the
next year. The graduate student enrollment for Fall 2013 increased by 3.7% over the enrollment for Fall of 2012. While transfer enrollment decreased during this reporting period, several initiatives are under consideration to assist with meeting this goal.

**Supporting Strategies One through Three**

Byington requested that committee members refer to page 7 and 8 of the report noting that Jadallah continues to establish the University’s online programs relative to infrastructure, our marketing plan, and the execution of a high quality online curricula for undergraduate and graduate students. Program highlights include, the creation of the Coastal Office of Online Learning (COOL), the development of a funding model to sustain online initiatives, revisions to online learning policies, new website development, tuition incentives, and new Distance Learning studio classrooms to name a few.

Byington opened the meeting for discussion on the presented report. Hearing none, Dyer requested a motion to approve the report as presented.

A motion was made by Debbie Conner and seconded by Bill Plate to approve the 2013-2014 Strategic Plan Assessment. Unanimous. The motion carried.

**Recommendation: To add the Chair of the University Wide Assessment Committee to the Strategic Management Committee**

Dyer stated that he had received a request to add the Chair of the University Wide Assessment Committee as an appointee and voting member of the Strategic Management Committee. He concurs that this request is acceptable and desired. A motion was made by Byington and seconded by Conner to add Jim Luken, the present Chair of the University Wide Assessment Committee, to the committee. Unanimous. The motion carried.

**SACS Update**

Byington requested that Chris Mee give this report. Byington also commended Chris Mee and the staff of the Institutional Research Office for their continued pursuit of excellence regarding documentation and planning for our upcoming SACS visit.

Mee reported that the SACS visit is scheduled for March 16 thought March 19. Twenty four of our thirty standards are written and complete as of this date. Mee reported that she hopes to have all standards completed within the next week. Mee reported that her staff has been busy collecting faculty credentials and she hopes to have all in her possession by November 1, 2014. She reminded the committee that the University has skipped from a level 3 to a level 5 rating with SACS. She stated that this is a strategic “big step” for the University which requires additional gathering of data and documentation. Mee’s goal is to complete the documentation process before the holiday break.

**Enrollment and Retention Update**

Byington reported that our one-year retention rate is reported to be 66.9% as of October 3, 2014. This compares to 62.8% on October 3, 2013. He thanked everyone for their efforts to assist with improving
retention University wide. He stated that, historically, South Carolina Comprehensive Universities average a 70% retention rate. Moving towards a 72% retention rate would be a great increase for Coastal Carolina University; however, Byington hopes that the University will meet and exceed this goal, as he believes we should place this goal much higher.

Relative to enrollment, students who pre-registered this year and attended classes equated to 85.4% relative to last year’s rate of 83%. As of October 3, 2014, we have 2398 freshmen on campus which is an increase from 2,084 reported for the Fall of 2013. Our transfer rate increased 7.2% this fall. Our graduate student enrollment decreased 6.8% for Fall 2014. Our overall growth is 5.1% for the Fall of 2014.

Byington reported that College and University retention rates average 70% nationally. He noted that this past year our rate increased 4%. On an average and since our initiative to increase awareness concerning retention campus-wide began, the University has increased our first year retention rate 5.5 to 6%. Byington attributes this increase to a system of increased curriculum advising, more involvement on behalf of the faculty and staff that are attentive to the needs of the students. Byington credits Chant411 and Feel the Teal initiatives for increased staff participation and overall “Buy-In” to understand the importance of retaining our students.

Byington advised that retention has a direct correlation to the advancement of our reputation. As the University’s reputation advances, the University will continue to increase its revenues. Increased revenue provides the University the ability to fund salary and staff compression, as well as provide bonus incentives for employees.

Adjournment

There being no further business, the meeting was adjourned on a motion by Dan Ennis and a second by John Mortimer.