Strategic Management Committee Meeting  
September 27, 2013  
Wall Board Room  
3:00 PM

PRESENT:
Stacie Bowie  
Vice President for Finance and Administration/CFO  
Barbara Burd  
Dean of Library Sciences  
Ralph Byington  
Interim Provost  
Dan Ennis  
Dean Edwards College of Humanities  
Christine Mee  
Executive Director Institutional Research  
Edward Jadallah  
Dean Spadoni College of Education  
Kaitlin Page  
President Student Government Association  
Barbara Ritter  
Interim Dean Wall College of Business  
Michael Roberts  
Dean College of Science and VP for Research/Emerging Initiatives  
Gregory Thornburg  
Vice President Enrollment Services  
Sandy Williams  
Chair Staff Advisory Committee

FACULTY SENATE CHAIRS PRESENT:
Allison Faix  
Chair Promotion and Tenure Committee  
Austin Hitt  
Chair Library Committee  
George Lyerly  
Chair Student Conduct Committee  
Steve Madden  
Chair Faculty Senate  
John Marcis  
Chair Faculty Welfare Committee  
Fredanna McCormack  
Chair International Programs Committee  
Amy Tully  
Chair Nominations and Elections Committee

ABSENT:
Debbie Conner  
Vice President Student Affairs  
Edgar Dyer  
Executive Vice President and CEO  
Brian Forbus  
Chair Coastal Carolina University Alumni Association  
Lawson Holland  
Vice President Office of Philanthropy  
Pamela Martin  
Chair Distance Learning Committee  
Renee Smith  
Chair Faculty Grievance Committee  
Hunter Yuracheck  
Athletic Director

OTHERS PRESENT:
Amanda Craddock  
Director of Admissions  
Abdallah Haddad  
CIO and Assistant VP for Information Technology Services  
Rose Marie Johnson  
Coordinator Strategic Planning and Risk Management
Call to Order:
Ralph Byington called the meeting to order at 3 PM, as Eddie Dyer was absent due to other University business.

Approval of Minutes:
A motion was made by Steve Madden and seconded by Edward Jadallah to approve the minutes. With no discussion, the minutes were approved unanimously.

Strategic Plan Assessment:
Byington introduced the Strategic Plan Assessment 2012-2013 document and encouraged committee participation in the discussion. Byington noted that during the academic year, the University accomplished several goals as noted in the report. He invited the committee members to review the positives and the negatives reported, in order to make a University- wide effort to better define our goals and objectives at the beginning of each academic year. He stated that defined jobs and goals would become positive influences during the academic year. He also noted that the new doctoral program is a major “feather in the cap” for the University. He encouraged each academic division to plan for this year and he made a commitment to define metrics and benchmarks for all areas of the University programs as we plan for the future.

Chris Mee ascertained if the committee members had any additional input or changes that should be incorporated into the report.

In reference to Objective 1.3.1, John Marcis questioned if the Moodle system would be fully implemented by the Fall of 2014 or if the University community would continue to utilize Blackboard. Byington answered yes and Abdallah Haddad concurred.

Haddad requested that objective 3.2.2 be modified to include technology and facility upgrades to the Grand Strand housing units and to the Woods housing units during the past fiscal assessment period. Byington suggested that this suggestion be included in the FY 13-14 assessment report.

Stacie Bowie requested that a listing of facility upgrades, remodels, and completed construction projects be added to objective 2.3.1. She stated that she would send a listing to Chris Mee within the next few days to be included in the assessment report.

There being no further discussion, Byington requested that each member send any additional comments to his office or to Chris Mee concerning the year’s assessment report. He will further review and determine inclusions for the assessment with Mee.

Code of Ethics:
Byington presented the Code of Ethical Conduct to the committee for review and action. He stated that the committee needed to take a formal vote on the Code of Ethical Conduct so it could be incorporated into the University-wide Strategic Plan. Madden questioned why the University needed
a code incorporated into the strategic plan and the process for which the code was created. Dan Ennis explained that he was asked by Eddie Dyer to chair a subcommittee with several other appointed Strategic Management Committee members. Ennis was charged to take input from all members and write a code specifically relative to Coastal Carolina University. The written Code of Ethics for the University is part of the University’s compliance initiative. Ennis explained to the committee that the Code of Ethics was presented at the Faculty Senate at their July 2013 meeting and the faculty Senate voted to approve the Code of Ethics as presented. Ennis requested that Rose Marie Johnson explain the approval processes of other University stakeholders. Johnson thanked subcommittee members Sandy Williams, Gregory Thornburg, Keshav Jagannathan, Julinna Oxley, Brian Forbus, and Desmond Wallace for their work with Dan Ennis on this committee. She also thanked Chris Mee for her assistance in identifying Universities comparable to our peer and aspirants with written Codes. The code as presented has been approved by the University’s Staff Advisory Committee, the Alumni Board, the Student Government Association, and the Executive staff. Dan Ennis has also made a presentation to the Board of Trustees as part of the Compliance process.

Michael Roberts questioned “where the Code would fit” in accordance with actions related to University faculty members. He asked if the Code would “trigger final actions”. Byington noted that the Code would need to be utilized as a tool by the Faculty Welfare and Development Committee. He added that there were two potential paths for faculty compliance which included incorporation into the Faculty Manual and the Human Resource Office policy and Procedures Manual. Byington also noted that the Sexual Harassment policy is currently being reviewed by the Faculty Welfare Committee.

There being no further discussion, a motion was made by Williams and seconded by Marcis to approve the University’s Code of Ethics as presented. The motion passed.

University Mission Statement:
Byington requested that all members review the University’s Mission Statement, as provided in the agenda. He noted that the Board of Trustees had approved a wording change which amended the statement to include the Ed Specialist degree program. The Mission Statement is up for review next week when the Commission on Higher Education meets.

A motion was made by Marcis and seconded by Williams to adopt the University’s Mission Statement as updated in July 2013. Unanimous. The motion carried.

Strategic Plan Addendum 2013-2015:
Byington explained that the Strategic Plan 2008-2013 has expired. At this time, the committee is being asked to set goals, objectives, benchmarks, and metrics for University-wide programs and initiatives that will carry over through 2015. The purpose of the addendum is to establish, in writing, a two year extension of our 2008-2013 strategic plan.

With reference to Strategy 2, Ensuring Student Success, Bowie questioned the acceptance rate presented at 66% and the yield rate presented at 41%. She ascertained if the yield rate should be increased and she expressed that she was concerned about our acceptance rate and the quality of
students being accepted. Amanda Craddock from Enrollment Services suggested that the yield rate should be lower. She prefers a change to the yield rate and would like to set the rate at 30%. Craddock noted that our acceptance rate of 66% dropped this year. She reported that her office previously anticipated up to 13 thousand freshman applicants, which is more applications than their office anticipated. This year our yield was 21% because the students who applied at Coastal had more choices to attend other universities. She reported that ACT scores were increasing among our applicants. Historically, most of our applicants were accepted at two schools; however, this year our freshman applicants were accepted at three or more schools. Craddock also mentioned that university enrollment yield rates have dropped an average of 5% across the nation.

Byington requested that Craddock send him additional information concerning Strategy 2.1 and 2.2 so that he could consider changes to the information presented. He estimated that while 100 applicants are accepted, currently about 23 actually begin classes on campus. He requested additional data to analyze concerning how many enrolled students actually chose Coastal Carolina University as their first choice for higher education.

Mee asked if there were any more comments about the presented metrics.

Byington requested that all committee members review the dashboards located at www.coastal.edu/dashboards. He requested “feedback” from committee members concerning faculty concerns associated with student enrollment growth. He requested input concerning any trends that are not positive. Byington noted that more selection may decrease freshman enrollment. He further explained that our transfer enrollment is “flat”.

Byington complimented retention efforts and noted that our retention was 63.2% and we are now at a rate of 63.4%. He thanked faculty and staff for their efforts to retain students; however, he noted that regional institutions enjoy a 72% retention rate. He stated that our competitors report retention rates above 80%. Byington desires to exceed the retention rates of our competitors by accepting good students and then retaining them. He would also like to exceed the 78% national average rating for retention as a university.

In reference to Strategy 3, Ensuring Faculty and Staff Success, Barbara Ritter questioned if faculty compensation would continue to be based on CUPA data. She commented that she would like to see more incentives for faculty that include measuring their successes in the classroom. Marcis reported that the University conducted a full day orientation for new faculty in the Fall of 2013 before classes started. He stated that the orientation day was well attended and he considered the day a great success. He further mentioned that the Faculty Senate Welfare and Development committee continues to support and request additional enhancements for scholarly reassignment and paid grant funding for research. He expressed the committee’s concerns about continued growth and the University’s ability to sustain that growth.
Byington reminded the committee members that University Board of Trustee members approved the recommendation from the Faculty Senate’s Welfare and Development committee to provide tuition assistance for University faculty and staff dependents while attending Coastal Carolina University. Discussions among the Deans is to further compensate faculty who teach credit hours above the normal load.

Ritter requested an increase in the number of C-teal sessions that are offered. She also requested that we find a measurement level to measure the achievement of all strategy 3 initiatives.

Michael Roberts questioned if there is a way to measure organizational culture. He believes that a campus of cultural service excellence equates to “someone believing that they count”. Byington agreed stating that he hopes to read next year’s assessment report detailing increased university-wide successes.

Other Business:
Although a financial report was not included on the agenda for this stated meeting, Bowie requested that the committee receive budget update information at this time.

Bowie stated that University FY13 reports match budget projections for revenue received. She reminded the committee that in state tuition was not increased but out of state tuition was increased. Bowie reported that the University will soon take possession of our new research vessel. Funding for the vessel, the Coastal Explorer, was rolled forward from last fiscal year to this fiscal year. Looking forward to 2015, Bowie mentioned that state appropriations in the past totaled $16 million at one time. Last year, we received $9 million. This year, the University has requested 12 million in an effort to regain $3 million.

Bowie stated that on the expense side of our year end reports, the University completed the fiscal year under estimated expenses. Bowie reminded the committee that all employees received a 1% increase to their base salary and that the Board of Trustees allocated $1 million dollars to address staff compression issues. Teaching associates received salary increases from $2250 to $3000 per class.

Bowie asked Sandy Williams to give a brief update concerning capital improvements on campus. Williams thanked everyone for their continued vigilance in working around the various construction projects on campus. The Food Service and Catering Kitchen is set to begin construction in the near future and be completed by October or November of 2014. Atheneum Hall is scheduled for renovation in November of 2014. The Public Safety building has reached substantial completion and staff is expected to move over the Christmas break or before. Baxley renovations are completed and the financial aid office will be relocating soon. As many are aware, the OLLI program is moving to the Litchfield Exchange building. Renovations are almost completed. Williams reported that all parking lot construction is completed and parking lots are open, except for the proposed parking lot on the Fire Tower Property. She invited the committee members to notice the new fountain located in front of the HTC Center and take note of the teal and bronze colored fountain lights at night. The baseball and softball construction continues and completion is expected per the terms of each contract.
Mee questioned if there was a start date for the Singleton renovation. Williams responded that the Singleton renovation is still in the design phase and that requests for additional funding for the project are pending.

Byington asked if there were any other comments. Jadallah stated that he would like to see additional strategies and goals included in the addendum to address Online Programs. Again, Byington requested that committee members send any suggestions, comments, or questions to his email address.

There being no further business, Byington adjourned the meeting.