STRATEGY ONE: Meeting the Educational Needs of Students and Community

Objective 1.2.1: Increase academic majors, minors, specializations, and emphases at both undergraduate and graduate levels

Progress toward meeting objective:

Doctrinal Program
- Coastal Carolina University received final approval from the South Carolina Commission on Higher Education (SCCHE) and the Southern Association of Colleges and Schools (SACS) to offer its first-ever doctoral program. CCU will begin offering a Ph.D. degree in marine science in 2014. The University has amended its mission statement to reflect the expanded direction of its institutional goals.

Objective 1.3.1: Increase the variety of course scheduling, formats, and degree programs

Progress toward meeting objective:

Blackboard Online Learning
- Use of Blackboard, the University's online course management system continues to increase each academic year. The number of course sections using Blackboard increased from 1,538 in Fall 2011 to 1,703 in Fall 2012.

Distance Learning
- In Summer 2013 CCU's president appointed a vice president for the newly created Coastal Office of Online Learning (COOL) and the existing Center for Teaching Excellence to Advance Learning (CeTeal). The vice president will concentrate on the developmental focus of online education and will emphasize academic integrity, quality, growth and innovation through the coordination of both COOL and CeTeal.

Objective 1.4.3: Increase the number and diversity of international students

Progress toward meeting objective:

International Student Enrollment
- International student enrollment grew 19% between Fall 2011 and Fall 2012.

Countries Represented
- During the academic year 2011-12 students 134 students enrolled from 48 unique international countries. In the academic year 2012-13 this number increased to 159 students representing 51 international countries.
Global Initiatives
CCU continues to expand its reach in both bringing the world to Coastal Carolina University and in bringing its students, faculty, and staff to the world.

- Faculty have been involved in prestigious programs abroad with a CCU professor accepting a Fulbright Scholar award in Spring 2013 at our partner university, Russian State Social University.
- Partnerships between faculty and students developed with joint research projects being conducted between a CCU faculty member and cooperating faculty from USFQ (Ecuador) in coordination with a CCU student.
- Several University faculty worked with faculty from the FH Mainz (Germany), and advised master's thesis work of a double degree student in the masters programs of both universities.
- The International Education Week is a campus-wide celebration that has occurred each November since 2010. In the 2012-13 academic year, additional cooperative Foreign Film Series open to students and the public were added.
- A new program, the Global Ambassadors group, was created to tap into the expertise and enthusiasm of returning study-abroad program participants to share their experiences with other CCU students.

STRATEGY 2: ENSURING STUDENT SUCCESS

Objective 2.1.2: Increase student retention programs and services

In an attempt to improve student retention at Coastal Carolina University, the following initiatives were instituted under the direction of the president during the 2012-2013 academic year:

- Implementation of three important classroom practices: taking attendance continuously throughout the semester, mid-term grading, and effective documented advising.
- Introductory mathematics class sizes for first-year students were dropped from 40 students to 25 students. Class sizes were also lowered in English, geography and political science classes.
- First-year students who are advised by first-year advisors are being mentored by faculty advisors in the Colleges of Business Administration, Education, Humanities and Fine Arts, and Science.
- An analysis of courses with a high failure rate was completed; faculty teaching sections of all these 39 identified courses are required to assign mid-term grades to raise awareness of their progress or need for additional instruction.
- A new mandatory math placement test procedure was implemented Summer 2012 for all incoming first-year students in an effort to improve placement of students into their needed level of coursework.
- Family Weekend, a program largely directed to first-year students and their families, has been modified to be more family-inclusive. These efforts are directed at increasing student commitment to CCU.
A living learning community for non-declared students was created based upon empirical research findings showing its benefits and will increase this population’s participation and connection with the University.

Two programmers were added to the staff at University Place to work on retention issues with first-year students. Retention issues include increased programming of activities and more streamlined non-academic conduct processing for first-year students living at University Place.

A formal “Rush-Week” for students with undeclared majors was launched by the four academic colleges in Fall 2012. This program was designed to reduce the amount of time students spend in undeclared major status.

The First-Year Experience course (UNIV 110), as well as first-year advising procedures, were revised to better connect students with their declared major. Based upon empirical findings, students receiving failing grades in UNIV 110 at mid-term and end of term will be considered high risk for dropping out and will be identified to their advisors and intrusively advised by their advisors and colleges.

**Objective 2.2.2: Expand experiential learning opportunities**

**Progress toward meeting objective:**

**Experienced@Coastal**

- **Experienced@Coastal**, the University's Quality Enhancement Plan (QEP) developed to bring experiential learning to the center of CCU's educational culture, began in Fall 2012. To date 63 courses have been approved as experiential learning courses. 210 sections of these courses have been taught with a total enrollment of 3,791 students.

**Objective 2.3.1: Plan and execute new construction and renovations, and designate green spaces to support improved quality of campus life, learning, and scholarship with a continuing commitment to sustainability**

**Progress toward meeting objective:**

**Princeton Review's Green Colleges**

- Coastal Carolina University was named to “The Princeton Review’s Guide to 322 Green Colleges,” which lists the University as one of the most environmentally responsible colleges in the U.S. and Canada. The Princeton Review chooses schools based on their course offerings, campus infrastructure, activities and career preparation to measure their commitment to the environment and to sustainability.

**Blanton Park**

- As part of the University's plan to create additional green space on campus, the former Blanton Circle was converted to Blanton Park. The renovation project included the removal of the roadway and parking spaces and the addition of increased landscaping, a pedestrian walkway and fountain.

**Green Award from Carolina Recycling**

- Coastal Carolina University was honored with the Outstanding College or University Program Award by the Carolina Recycling Association. From 2011 to 2012, the University increased its recycling 150
percent from 195 tons to 495 tons. In addition, CCU offers water refill stations, saving more than 348,000 plastic bottles annually.

**Objective 2.4.1: Monitor campus programs, technologies, and procedures to ensure campus security and student safety**

**Progress toward meeting objective:**

**Active Shooter Training**
- With the increase in campus violence and threats in recent years, Administration mandated active shooter training for all faculty and staff. Sessions offered through the Department of Public Safety provided faculty and staff with training on what actions to take in an active shooter situation. During the 2012-2013 academic year, 13 sessions were attended by 1,399 faculty and staff members.

**Objective 2.4.2: Increase student on-campus recreational opportunities**

**Progress toward meeting objective:**

**The HTC Center**
- Opened in August 2012, the HTC Center, the new 130,000 square-foot student recreation and convocation center, became the home of CCU's basketball and volleyball programs. The facility includes a dual use space that is suitable for expanded intramural sports and fitness/recreation activities for the students. The new Student Recreation Center has had 224,000 visits since opening. with over 600 students using the Climbing Wall.

**Additional Recreational Opportunities**
- A total of 23 active club sports included over 500 members
- Eleven club sports hosted over 30 home contests that included over 20 different universities for competition.
- An average of 80 fitness classes were offered weekly in the HTC Student Recreation Center
- The Coastal Cycles program included 130 bicycles with a usage rate of 95%
- Ten kayaks and six stand-up paddleboards were purchased for the Outdoor Center

**Objective 2.5.3: Increase annual alumni giving**

**Progress toward meeting objective:**

**Alumni Giving**
- More alumni were solicited and funds donated between the period 2011-2012 and 2012-2013. The percent of alumni giving per alumni solicited increased by <1% for this period.

<table>
<thead>
<tr>
<th>Fiscal Year</th>
<th>Alumni Solicited</th>
<th>Alumni Donors</th>
<th>% Giving</th>
</tr>
</thead>
<tbody>
<tr>
<td>2011-2012</td>
<td>13,732</td>
<td>1,027</td>
<td>7.48%</td>
</tr>
<tr>
<td>2012-2013</td>
<td>14,493</td>
<td>1,167</td>
<td>8.05%</td>
</tr>
</tbody>
</table>
Objective 2.5.4: Expand opportunities to engage alumni and alumni chapters in University events both on- and off-campus

Progress toward meeting objective:

Alumni Engagement
- During the academic year 2012-2013, the Office of Alumni Relations hosted 40 events with 4,019 in attendance. Social media continues to be the most optimum way to interact with alumni and each week over 5,000 alumni interact with the office. The University sponsors 12 alumni chapters including the University’s first international chapter in Reykjavik, Iceland.

STRATEGY 3: ENSURING FACULTY AND STAFF SUCCESS

Objective 3.1.1: Establish and maintain a competitive on-going salary and benefits structure for faculty and staff

Progress toward meeting objective:

Faculty and Staff Compensation
- The CCU Board of Trustees approved a 1% general increase for faculty and slotted staff on the payroll as of June 30, 2013. Additionally, funding was also allocated for the implementation of the recent slotted staff salary study to address compression.

Objective 3.2.1: Establish appropriate support and training systems that promote excellence for faculty and staff and those in supervisory roles

Progress toward meeting objective:

New Employee Orientation and Onboarding Program
- In an effort to assist new employees, a program was introduced to acquaint the new employees to the University’s culture and provide them with information and navigational tools in order for them to feel engaged, successful, and connected to the Coastal Carolina University community. Since the program launched in April 2013, more than seventy-five new employees and their supervisors have successfully completed the required orientation and campus tour activities.

Center for Teaching Excellence to Advance Learning (CeTEAL) Programs
Throughout the 2012-13 academic year the center provided professional development opportunities as follows:
- New faculty orientation and ongoing seminars
- Training sessions to educate faculty on the learning management system, Moodle
- Introductory sessions on Quality Matters (QM), the faculty-centered, peer review process developed to assure quality for on-line classes
Employee Appreciation Day
The University sponsored an annual Employee Appreciation Day as a way to say Thank You to all CCU employees. As part of this celebration, recipients of the following awards were recognized:

- State Service Awards
- Administrative Support Network (ASN) Certifications
- I Spy Recognitions
- Chant Challenge Championship Awards

Chantifit
A new fitness initiative was introduced in January 2013. Chantifit was a six-week health and fitness challenge with three options – be healthier, lose weight or get stronger. Twenty faculty and staff participated in the program which began in January 2013.

STRATEGY 4: ENSURING FINANCIAL VIABILITY AND MANAGED GROWTH

Objective 4.1.1: Develop, implement, and communicate a 5-year rolling plan for growth management, fund reallocation, and cost savings - aligning budget, facilities, faculty, staff, students, athletics and other programs

Strategic Plan
A five year financial strategic plan was created in December 2012 and updated in February 2013. The model was reviewed with the Chief Operating Office and the President prior to being discussed with the Chairman of the Board of Trustees and the Finance and Facilities Committee of the Board of Trustees. The results of the five year plan were used to determine the long term feasibility of holding in-state tuition constant for Fall 2013.

Based on analysis performed using the model the decision was made to keep in-state tuition flat for a third year with an understanding of how it will impact financial performance over the long term. Until this point, forecasting had been done for one year out due to uncertainty with state appropriations and the state of the economy.
Objective 4.2.5: Enhance revenues generated through athletics

Progress toward meeting objective:

Athletic Ticket Sales
- Basketball ticket sales saw an increase due to a new arena in the HTC Center, which provided a seating capacity of 3,370, approximately three times that of Kimbel Arena. This new seating also allowed the University to host the Big South Basketball Championship game. Both of these factors contributed to the Basketball ticket sales increase of $133,197, or 205 percent over the previous year.

Baseball ticket sales show the impact of having to play offsite for the 2013 season, due to construction. Next year, the new stadium is expected bring baseball ticket sales the same improvement that we have seen in the other sports.

Objective 4.2.6: Enhance revenues generated through University-sponsored cultural events

Progress toward meeting objective:

Cultural Arts Programs
- Cultural arts programs offered by the University include concerts, art exhibits, theatre productions, speakers, independent films and fund raising activities. Although many cultural events are free and opened to the public, some concerts have been very successful in raising revenue in the 2012-2013 academic year. In the most recent year some examples of successful performances include a televised political debate, Elise Testone concert, and the musical performance of Pippen. The Phillip Phillips concert was the first concert scheduled in the new HTC Center and brought in $46,460 in the 2012-2013 year.

SUPPORTING STRATEGY 1: IMPROVED COMMUNICATION

Objective S1.1.2: Develop and implement a best-practices approach to communication within the University

Progress toward meeting objective:

CHANT411
- Introduced in June 2013, CHANT411 provides a central point of contact for students, families, faculty, staff & visitors who want a question answered or need guidance navigating the university system.
Feel the TEAL

- During the 2012-2013 academic year under the direction of the president, the University undertook a service initiative that is customer focused and service driven. The primary objective of this customer service initiative is to make certain that everyone who interacts with Coastal Carolina University in any way—be that person a student, a member of the general public or CCU employees—gets treated with care, courtesy and respect. To date, more than 900 faculty, staff, and student workers have attended the CCU Service Basics training sessions.

In conjunction with this initiative, the following new programs and services are being offered:

- A Customer Service Champions Committee will help to ensure Coastal Carolina University’s Customer Service Plan undergoes continuous improvement and reflects shared values.
- Minimum standards will guide behaviors when interacting with a customer.
- A new employee orientation was created to include customer service and the history of the University and share the culture with new faculty and staff from day one. This orientation will be one of a series of trainings and seminars designed to improve all employees' experiences.
- Secret shoppers will be trained to catch people demonstrating excellent academic customer service as Customer Service Champions making sure customers can “feel the teal.”
- A “Train the Trainer” program will be offered to each department so that training is a consistent and constant process and not just an annual event.
- “Teal Truths” will be an interactive method of training and culture building that will address issues of service and their resolution, and also correct myths about us and our students.
- Monthly service-focused meetings where idea sharing, best practices and collaboration are encouraged.

SUPPORTING STRATEGY 2: STRONGER ASSESSMENT AND ACCOUNTABILITY

Objective S2.1.1: Annually evaluate the current state of the University as it relates to assessment, institutional effectiveness, and continuous improvement processes

Accreditation
- Coastal Carolina University received reaffirmation of accreditation by the Southern Association of Colleges and Schools (SACS) in December 2012. The reaccreditation is valid through 2022. In addition, the E. Craig Wall Sr. College of Business Administration at Coastal Carolina University has maintained its accreditation by the Association to Advance Collegiate Schools of Business (AACSB) International.
Accountability Report

- On an annual basis the University compiles and submits an accountability report to the state Budget & Control Board. The report includes an executive summary, an organizational profile, and information pertaining to the elements of the Malcolm Baldrige Award Criteria per the board’s accountability guidelines.

Objective S2.1.3: Facilitate continuous improvement by developing benchmarks based on comparative information from peer, aspirant, and other institutions

Progress toward meeting objective:

Peer and Aspirant Institution Selection

- In Fall 2012, a committee was formed to review and update the University's current peer and aspirant institutions and select additional institutions. Data were compiled based on 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.

SUPPORTING STRATEGY 3: INCREASED TECHNOLOGICAL SUPPORT

Objective S3.2.1: Evaluate and infuse emerging technologies into curricular and co-curricular activities to assure student learning and effective support of faculty and staff

Progress toward meeting objective:

Moodle Learning Management System

- During the 2012-13 academic year the University pilot-tested Moodle as course management system that may eventually complement or replace the current management system, Blackboard. In Fall 2012, eight faculty members tested Moodle in 22 courses. In Spring 2013, this number increased to 66 faculty members teaching 182 courses in the pilot program.

Objective S3.2.2: Update existing technologies, systems and facilities as needed

Progress toward meeting objective:

Technological Innovations

The following are highlights of recent expenditures intended to keep the University at the forefront of the technology curve.

- $270k to add a license plate recognition module to the Video Surveillance System. Additional surveillance cameras were purchased for Public Safety to enhance safety and security.
- $220k for technology resources throughout the computers labs, colleges, and library.
- $220k for the wired and wireless infrastructure at the Grand Strand residence community at University Place.
- $50k in smart classroom projector upgrades.

**Objective S3.3.3: Develop Web-based dashboard system to update real-time key critical indicators and implement sharing system across campus platforms to enable seamless integration into reporting activities and budget tracking**

**Web-based Dashboards**

In August 2013 the University implemented Entrinsik Informer, a web-based reporting business intelligence solution that presents real-time data in graphical format. Benchmark performance indicators were established and dashboards developed to present data from key areas such as enrollment, philanthropy, human resources, admissions, and financial aid.
| Objective 1.2.1: Increase academic majors, minors, specializations, and emphases at both undergraduate and graduate levels | Objective 2.3.3: Enhance formal and informal recognition and reward systems for faculty, staff, and supervisors |
| Objective 3.1.1: Increase the variety of course scheduling, formats, and degree programs | Objective 3.3.3: Foster a culture that encourages health and wellness among faculty and staff |
| Objective 1.3.1: Increase the number and diversity of international students | Objective 4.1.1: Develop, implement, and communicate a 5-year rolling plan for growth management, fund reallocation, and cost savings - aligning budget, facilities, faculty, staff, students, athletics and other programs |
| Objective 1.4.3: Increase the number and diversity of international students | Objective 4.2.5.: Enhance revenues generated through athletics |
| Objective 1.4.4: Expand curricular offerings on campus that include global components | Objective 4.2.6: Enhance revenues generated through University-sponsored cultural events |
| Objective 2.1.2: Increase student retention programs and services | Objective 2.1.2: Enhance revenues generated through athletics |
| Objective 2.2.2: Expand experiential learning opportunities | Objective 2.1.2: Enhance revenues generated through athletics |
| Objective 2.3.1: Plan and execute new construction and renovations, and designate green spaces to support improved quality of campus life, learning, and scholarship with a continuing commitment to sustainability | Objective S1.2.1: Develop and implement a best-practices approach to communication within the University |
| Objective 2.4.1: Monitor campus programs, technologies, and procedures to ensure campus security and student safety | Objective S1.2.1. Enhance community and other stakeholder perceptions about Coastal Carolina University |
| Objective 2.4.2: Increase student on-campus recreational opportunities | Objective S2.1.1: Annually evaluate the current state of the University as it relates to assessment, institutional effectiveness, and continuous improvement processes |
| Objective 2.5.3: Increase annual alumni giving | Objective S2.1.3: Facilitate continuous improvement by developing benchmarks based on comparative information from peer, aspirant, and other institutions |
| Objective 2.5.3: Increase annual alumni giving | Objective S3.2.1: Evaluate and infuse emerging technologies into curricular and co-curricular activities to assure student learning and effective support of faculty and staff |
| Objective 2.5.4: Expand opportunities to engage alumni and alumni chapters in University events and activities both on- and off-campus | Objective S3.2.2: Update existing technologies, systems and facilities as needed |
| Objective 3.1.1: Establish and maintain a competitive on-going salary and benefits structure for faculty and staff | Objective S3.3.3. Develop Web-based dashboard system to update real-time key critical indicators and implement sharing system across campus platforms to enable seamless integration into reporting activities and budget tracking |
| Objective 3.2.1: Establish appropriate support and training systems that promote excellence for faculty and staff and those in supervisory roles | 
### Programs of Study

<table>
<thead>
<tr>
<th>Program</th>
<th>Count</th>
</tr>
</thead>
<tbody>
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</tr>
<tr>
<td>Master’s (MAcc, MAT, MAW, MBA, MEd, MS)</td>
<td>7</td>
</tr>
<tr>
<td>Bachelor’s (BA, BFA, BS)</td>
<td>65</td>
</tr>
</tbody>
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### Students (Fall 2012)

<table>
<thead>
<tr>
<th>Category</th>
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</tr>
</thead>
<tbody>
<tr>
<td>Headcount Enrollment</td>
<td>9,335</td>
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<td>FTE</td>
<td>8,859</td>
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### Faculty and Staff (Fall 2012) *

<table>
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<tr>
<td>Faculty Full-time</td>
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<tr>
<td>Faculty Part-time</td>
<td>199</td>
</tr>
<tr>
<td>Staff Full-time</td>
<td>667</td>
</tr>
<tr>
<td>Staff Part-time</td>
<td>228</td>
</tr>
<tr>
<td>Total</td>
<td>1,477</td>
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### Land and Buildings

<table>
<thead>
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<th>Category</th>
<th>Count</th>
</tr>
</thead>
<tbody>
<tr>
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<tr>
<td>Main Buildings</td>
<td>72</td>
</tr>
</tbody>
</table>

* Staff members are counted only once even if employed in multiple ways (e.g. a full-time staff member who also teaches)

** Includes the General James F. Hackler Golf Course, and all Coastal Carolina University, Coastal Educational Foundation, Horry County Higher Education, and Student Housing Foundation properties. Excludes Waties Island (1,105 acres)