



**Strategic Planning Steering Committee
Second Committee Meeting
September 20, 2007**

MINUTES (Revised)

Present: Will Garland, chair; David Evans; Samuel Swad; Chris Mee; Lauren Brajer; Maria Bachman; Jerry Oakley; Bill Baxley; Carl Schwartzkopf; Michael Frazier; Gib Darden; Jerome Christia; Milton Miles; Brad Dean. Also attending Sean Clemmensen, SGA Vice President and Darla Domke-Damonte, Coordinator of Strategic Planning.

Chairman Will Garland called the meeting to order at 6:32 p.m. He called for acceptance of the minutes of the September 6 meeting. Dave Evans moved to accept and Jerome Christia provided a second. Minutes were accepted unanimously.

Chairman Garland recognized SGA Vice President, Sean Clemmensen for the public input segment of the meeting. SGA VP Clemmensen informed the group that he would be attending the meetings to keep abreast of the discussions to be able to stand in for SGA President Lauren Brajer and assist in providing student perspective as needed.

Chairman Garland then asked for any questions about the process or tasks for the subcommittees. Col. Baxley raised the question about the fiscal guidance for what CCU is doing for its operational budget and noted that it is difficult to plan without knowing resource availability. He expressed concern for not seeing the fiscal guidance, and asked about having access to operational budget planning, capital budget, and programming (student, staff, faculty) budgets. He asked the question of whether we can come up with a ten-year plan for where resources will come from. He also noted the need for administration to provide leadership on this issue to the committee. Chairman Garland noted the difficulty of constructing a crystal ball for state funding, but noted the issues that come in to play include the need to balance in and out of state students and tuition, the conservative nature of the Board of Trustees in trying to minimize tuition increases for in-state students. He noted that the Board buys into the planning of state versus tuition versus other funding for operational costs, facilities, and attempts to categorize funding from private giving, Coastal Educational Foundation, and Horry County Higher Education Commission. Chairman Garland noted that the operating Budget presentation to the state would be provided to committee members at an upcoming meeting.

Jerry Oakley and Brad Dean raised the question of the balance of in-state versus out-of-state tuitions. Chairman Garland noted the undergraduate rate was 45% instate and for graduate students was 96% in-state. He noted that there is pressure to be more like the other public comprehensives in the state. Dave Evans pointed out that it is not viable to expect a 70% instate student population in 3 years.

Col. Baxley notes that the Coastal Educational Foundation will ask what part it will be expected to play and what part Horry County Higher Education Commission will be expected to play in funding the process. Chairman Garland noted that the state formula only funds an institution for in-state students, and that only 1 public comprehensive in SC gets less than CCU's 57% (USC Beaufort at 52%) of the formula recommended rate. The average is 74%, and if CCU were to get that percent of its recommended budget, it would result in an additional approximately \$4.5 million per year.

Jerry Oakley asked if the pricing of out of state students is higher or lower. Chairman Garland noted that the cost of education for one student is about \$12,200 and the out-of-state student is paying approximately \$16,500. Jerry Oakley noted that the widening of the ratio makes for a bigger problem.

Chairman Garland noted that compared to the public comprehensives in SC, CCU has had a tremendous growth rate over the 2000 – 2006 time period.

Col. Baxley asked what the total CCU received from the state as a percent of the budget. Chairman Garland noted that CCU received only \$16 million on an operating budget of \$83 - \$84 million (19%).

Brad Dean asked if there was ever a point at which it was disadvantageous to be a public institution. Chairman Garland noted that CHE is aware of the problem and is trying to address, but that all three areas of funding (inflation, growth and parity) are put together into one pile for appropriations.

Milton Miles asked if the money pile was determined by formula, but not distributed according to the formula. Chairman Garland noted that last year it would have taken \$20 million additional from the state to fix the problem in this funding imbalance to CCU. He noted that legislative action last year brought an additional \$3 million to CCU on an ongoing basis.

Sam Swad asked if CHE determines who gets what amount. Chairman Garland noted that it is based on political pressure and influence.

Chairman Garland then asked for new business items. Col. Baxley asked for further clarification of the input to the budget, bond reduction and scholarships. He noted that the foundation contributions to the operating budget helps, as well as scholarships, student groups, professorships, and chairs, as well as the foundation building cost offset. He noted that we need to look at different pots of money to support efforts, but that administration needs to set direction through the Board of Trustees and then task the Foundation to raise the money. Chairman Garland noted that administration will have, as a result of this process, what it needs to deliver on the outcomes identified.

Brad Dean noted that we need to come up with broader objectives and then come to the outcome of financial needs. Chairman Garland noted that this is a great leap forward, in asking people to think broadly and big, but as Col. Baxley noted the report must be realistic. Col. Baxley noted that the history for capital budgeting has been that we have had to use fundraising to build bricks and mortar as opposed to developing endowment.

Milton Miles asked about the general feel of the legislature toward CCU. Chairman Garland noted that low country senators and representatives have great connection to their own; he noted that we have had good success in the last three years, and that with new leadership we should be even more successful as we have had to rebuild some fences.

No questions were raised about subcommittee tasks.

Darla Domke-Damonte briefed members on the progress on faculty and community input, and plans for staff, alumni and student input.

Chairman Garland noted that over the next 2 years, we will convert 50 faculty adjunct positions to full time faculty positions to attempt to make up for the past growth and sustain faculty growth.

Maria Bachman noted that the conversion still does not deal with the increased student/faculty ratio, and Darla Domke-Damonte pointed out that the staff and facilities issue are also coming up frequently in the input sessions being conducted.

Chairman Garland then broke the group into subcommittees for further work. Subcommittees reconvened at 8:16. There being no further matters for the group as a whole, Chairman Garland called for a motion to adjourn. Motion was made by Sam Swad and seconded by Brad Dean. Meeting was adjourned at 8:17pm

Respectfully submitted, October 4, 2007
Darla Domke-Damonte