

Minutes

**Coastal Carolina University
Board of Trustees**

Board Room

9:00 a.m., Friday, June 21, 1996

Presiding: Mr. Fred F. DuBard, Jr., Chairman

Board Members Present:

Mr. Gene Anderson
Mr. Robert D. Brown
Mr. H. Franklin Burroughs
Ms. B. Catherine Harrell
Ms. Cathy Brand Harvin
Mr. Dean P. Hudson
Mr. James J. Johnson
Dr. James F. Kane
Mr. Clark Parker
Mr. Keith S. Smith
Dr. Oran P. Smith

Others Present:

Dr. Ronald R. Ingle
Dr. John P. Idoux
Dr. Sally Horner
Dr. Peter Balsamo
Col. William Baxley
Ms. Anne Monk
Mr. George F. Sasser
Ms. Patricia Sizemore
Dr. Robert Squatriglia
Ms. Charmaine Tomczyk
Ms. Nila Hutchinson
Ms. Chyrel Stalvey

Board Members Not Present:

Mr. Payne H. Barnette, Jr.
Mr. William L. Lyles, Jr.
Ms. Elaine W. Marks
Ms. Juli Streater Powers
Mr. E. Craig Wall, Jr.

(In accordance with the requirements of the South Carolina Freedom of Information Act, the news media were notified of the time, location, and agenda for the meeting. Mr. Richard Green of COX 12 was in attendance for a portion of the meeting.)

Chairman DuBard welcomed everyone, calling the meeting to order at 9:00 a.m. Dr. Oran Smith offered an invocation.

Dr. Ingle introduced the new Director of Athletics, Mr. George F. "Buddy" Sasser. Mr. Sasser stated that he is happy to return home to Coastal. He measures success three ways: winning by following the rules, showing good sportsmanship, and winning in the classroom. One of his priorities will be to find a facility for Coastal's basketball team.

Dr. Idoux introduced Dr. Peter Balsamo, Dean of Extended Learning and Public Services.

I. Roll Call

Roll call was taken.

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II. Approval of Minutes

A motion was made by Mr. Parker to approve the April 5, 1996 minutes of the Board of Trustees meeting, seconded by Mr. Johnson and carried.

III. Standing Committee Reports

Executive Committee

Nothing to report.

Academic Affairs Committee

Nothing to report.

Development & Alumni Affairs Committee

Dr. Kane reported that there had not been a meeting of the committee. Col. Baxley reviewed the Giving Report. The Campaign for Students has received in gifts/pledges \$1,449,000. At closure, the campaign will reach the \$1.5 million goal. Mr. Clay Brittain, Mr. Howard Smith, and Dr. Peter Barr have been instrumental in the success of this campaign. As of June 19, the Annual Fund totalled \$1,059,000 which is the first time ever \$1 million dollars was raised in annual giving.

Dr. Ingle expressed appreciation to Col. Baxley for bringing the Capital Campaign to a successful conclusion, as well as a record year for fund raising for Coastal.

While the Campaign for Students was mostly for the School of Business, a long-term goal of the Foundation was set to establish a similar campaign for the other academic schools and the library. In March, Dr. Idoux met with the Foundation to discuss the establishment of a modest endowment fund for these entities which was accepted and will be effective July 1.

Student Affairs Committee

In Ms. Powers' absence, Dr. Squatriglia reported on student affairs. In order to have more office space, the Student Health Services will be relocated to Residence Hall Building A which will also find them more accessible to the students. Additional personnel will be added to accommodate the extra 400 students living in the new residence halls.

Mr. Burroughs asked if the health services contract with Coastal Family Medicine, P.C. had been renewed. In a conversation with Dr. Dieter, Mr. Burroughs felt that he had been pleased with the success of the program last year. Dr. Squatriglia stated that the plan had worked very well last year and had been renewed.

Only 100 vacancies remain in the residence halls with projections to be full by the fall semester. The new residence hall will be used primarily for freshmen and is being used this summer for orientation students.

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Renovations for the Student Center have been scheduled during the summer. Dr. Squatriglia reviewed personnel changes in student services.

Planning & Fiscal Affairs Committee

In the Planning & Fiscal Affairs Committee meeting, the proposed budget for 1996-97 was reviewed. Mr. Keith Smith stated that Coastal's annual audit of June 30, 1995 has still not been received from the state but will be shortly. He announced that Coastal's procurement operation had recently undergone its annual audit for the second year in a row and received an exceptionally clean audit with no substantive findings. Additionally, there were no findings for Coastal in the recently completed Statewide Single Audit which audits various federal and restricted funds.

Mr. Keith Smith made a motion that the Board of Trustees accept a recommendation by the Planning & Fiscal Affairs Committee to increase tuition for the 1996-97 year as follows: undergraduate in-state - fulltime \$1,455/semester and part-time \$125/credit hour; undergraduate out-of-state - fulltime \$3,920/semester and part-time \$330/credit hour; graduate - in-state \$178/credit hour and out-of-state \$365/credit hour. Mr. Burroughs seconded. The motion passed with Mr. Anderson opposing.

These tuition increases barely cover the salary increases mandated by the General Assembly which are not allocated by state appropriations.

Mr. Keith Smith moved to recommend the approval of the proposed budget for 1996-97, with operational revenues and expenditures projected at \$24,725,000. The administration will adjust revenues and/or expenditures as required if conditions change, to ensure that the University maintains a positive current fund balance. Mr. Johnson seconded, and the motion passed. Mr. Anderson abstained.

A motion by the Planning & Fiscal Affairs Committee was presented by Mr. Keith Smith to recommend the approval of the administration's proposed increases in parking fines for the 1996-97 academic year. The increase in parking fines is part of an overall package which will also provide free parking for students in the soccer field parking lot. Dr. Kane seconded, and the motion passed.

It was pointed out that students had proposed the new parking plan through the Student Government Association.

Mr. DuBard stated that Coastal is funded approximately 30 percent by the state with 42 percent of the total current funds budget funded by tuition.

Mr. Johnson asked if the tuition level for out-of-state students had reached a deterrent level. Currently, Dr. Ingle reported, it is not deterring out-of-state students; but it is probably getting close to that point. Enrollment Management has been asked to do a comparative study of out-of-state students and how their fees compare to Coastal's fees. The state's average tuition of four-year institutions is \$3,148 per academic year. Coastal is still below the state average at \$2,910 per academic year.

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Palmetto Fellow Scholars, top high school graduates in the state, receive scholarship incentives of \$5,000 to stay within the state. This year Coastal will have its first Palmetto Fellow Scholar. He plans to major in Biology.

IV. President's Report

Dr. Ingle reviewed the 1996-97 Horry County Higher Education Commission budget of \$776,925 and pointed out that the Foundation's budget had been mailed to the trustees. He reviewed their budget processes.

The search for a Vice President for Institutional Advancement has been unsuccessful. There were more than 160 applicants. The position was offered to a candidate who declined after receiving an accelerated offer at his present institution. Dr. Holmes and Mr. DuBard are in agreement with Dr. Ingle to hire a search firm to help fill this important position.

The 1995-96 significant accomplishments of the university were reviewed by Dr. Ingle. His position of leadership as president of the S.C. Council of College and University Presidents came during the critical year in which the Legislative Study Committee made recommendations resulting in the Higher Education Reform Bill, and created additional statewide recognition for Coastal.

The plans and construction documents for the Humanities Building were completed, and \$7 million of funding toward the Humanities Building appears to have been secured. He expressed appreciation for the trustees' help in getting this done. Strategies are being developed to proceed with getting the other \$7.5 million. Hopefully, construction can begin by next summer.

Funding for the track was secured and construction completed for athletics, intramural, and community programs. Some members of the track team had visited with Dr. Ingle expressing appreciation for the new track.

The updated Campus Master Plan and Campus Landscape Plan were completed and presented to the Board. This project was done by Coastal's staff without hiring an outside firm. Significant progress was made toward the landscaping of the area between the Prince and Wall Buildings, and two new parking lots were completed.

At the last Board meeting, Mr. DuBard appointed an ad-hoc committee to review properties surrounding Coastal for possible future expansions/acquisitions. Dr. Ingle reported that the properties had been identified, and the study will be discussed with members of the ad-hoc committee to develop strategies.

The new 400-bed residence hall and food service facility was completed in April. Significant renovations were made to the existing residence hall facilities.

The Southern Association of Colleges and Schools (SACS) accreditation team for the master's degree program visited the campus in April. The visiting committee report was generally very

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favorable, and the recommendations deal with issues to which Coastal can respond satisfactorily and rapidly.

The NCAA certification, a two-year process, culminated in a visit from a peer evaluation committee from the NCAA in March. The draft report has been received from the visiting committee and will go to the NCAA for action in the Fall. The committee report appears to be very favorable with no major areas of noncompliance identified. Two areas were highly commended: first, the athletic program was found to have a balanced role in that its mission is consistent with the mission of Coastal; and, secondly, the institution was complimented on its commitment to gender equity.

Following recommendations made by the NCAA certification process, the faculty member formerly serving as Athletic Director was appointed Compliance Officer, reporting directly to the President.

The last year of candidacy for accreditation by the American Assembly of College Schools of Business (AACSB) has been completed with 1996-97 as an evaluation year. The visitation team has already been appointed and is working with the Wall School of Business.

The Dean of the School of Education is spending two days a week in residence with the Horry County School District office ensuring extensive and effective communication and planning activities between the two entities.

The School of Humanities worked jointly with the Long Bay Symphony to obtain an artist-in-residence at Coastal who also will serve as the conductor of the Long Bay Symphony.

The first full year of implementation of the Professional Golf Management Program was completed with an enrollment of 46 students. More than 100 students have been accepted for Fall 1996 with a waiting list now established. Mr. Donald Clemment, a Coastal graduate, was appointed Internship Director. There is correspondence with the European, Spanish and British PGAs to have cooperative relationships in their programs.

Mr. Johnson asked if Coastal's program was sanctioned by the PGA. Dr. Ingle stated that a moratorium has been placed on sanctioning by the PGA until a study is completed on future job openings. Coastal's program is structured to meet all the requirements when the moratorium is lifted.

The Center for Economic and Community Development has developed a program for tourism research, funded by several local city governments and the private business community, to support an ongoing comprehensive tourism initiative. The goal is to be the primary source for tourism data within the state.

A suitable research and instruction vessel for the Marine Science Department was purchased from accumulated Bookstore revenues. The Draw One vessel has been sold.

1995-96 was the final year of library services by the University of South Carolina. A request proposal for the new library computer has been prepared and a contractual agreement was

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made with USC for the separation of Coastal's library records. The administrative transition to separate university status for Coastal was completed, including completion of hires of administrative staff for all support services.

The position of Dean of Extended Learning and Public Services was established and filled to strengthen evening, summer, non-traditional programs and public service to the community.

The establishment of a fully functioning Office of Enrollment Management was completed. A consultant study on retention and recruitment was made, and a retention plan involving specific initiatives for 1996-97 was developed.

Dr. Ingle and Mr. Sasser, Athletic Director, have reviewed several items, for example, the feasibility of football, as well as a basketball facility. The possibility of women's soccer is being explored as a club sport by Fall 1997 and then moving into intercollegiate soccer.

Coastal's Office of Human Resources is among the first in the state to complete the development of a new comprehensive compensation plan for classified employees. The program is much simpler and gives more responsibility in management at the institution. There is more opportunity now for rewarding good performance. Information meetings will be held next week for supervisors and employees explaining these new classifications.

Needs were identified and several positions were added in the Student Services and support areas. The medical services were moved to the residence halls giving students more privacy and additional room.

Dr. Ingle stated that under the leadership of the Board, there has been much progress at Coastal in a short period of time. The faculty and staff at Coastal have worked hard and are committed to the institution.

Mr. Burroughs expressed appreciation to Dr. Ingle, the administration and his staff on a job well done.

Dr. Ingle discussed in depth the mission driven Higher Education Reform Bill S.1195 and stated that necessary actions would be taken at the institution to comply to the criteria to receive funding for the university. He does not feel threatened or afraid of the new bill. Furthermore, the bill, if used properly outside the political arena, can improve the quality of education in South Carolina. This bill is the best hope for getting additional monies for higher education. Coastal will be at the forefront as the criteria is developed.

The broad mission for four-year colleges and universities is: college-level baccalaureate education and selected master's degrees which lead to employment or continued education, or both, except for doctoral degrees currently being offered; limited and specialized research; and public service to the State and the local community. The critical success factors in priority order are: mission focus, quality of faculty, classroom quality, institutional cooperation and collaboration, administrative efficiency, entrance requirements, graduates' achievements, user-friendliness of the institution, and research funding.

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The Commission on Higher Education will develop standards for determining how well an institution has met or achieved the performance indicators for quality academic success and develop mechanisms for measuring the standards of achievement of particular institutions. These standards will be developed in consultation and cooperation with the Council of Presidents of State Institutions, the chairmen of the governing boards of the various institutions and the business community.

A letter to Fred Sheheen from Dr. Ingle was distributed in which Dr. Ingle stated that there are many talented faculty and staff on the campuses who can knowledgeable and usefully contribute to the process of developing the productivity measures, benchmarks, and indicators that will specify the bill.

Mr. Burroughs pointed out that there seems to be a conflict in that at one point the law states that funding will be based "in part" while another time it states "entirely."

Regulations to implement the law are to be submitted to the General Assembly for review no later than the beginning of the 1997 session of the General Assembly. By July 1, 1997, the institutions will use the new base formula funding. Dr. Ingle feels that it is a short time frame and that an extension will probably be requested.

Concern was expressed at what the "quality" indicators are as they may not necessarily mean high quality institutions.

Dr. Ingle reported that Coastal has already submitted its mission statement; and, basically, it will not change.

Dr. Ingle stated that while members of the General Assembly have indicated a willingness to fight for improved support for higher education if able to deal with these issues, it is uncertain as to whether it will mean increased funding.

Mr. Keith Smith asked if the private institutions will have separate funds. Dr. Ingle stated funding for private institutions is through the Tuition Grants Program and the State Appropriations Bill. He feels that some private schools probably receive more than 34% of their funding through the Tuition Grants Program which is more than Coastal is receiving in state money.

Mr. Anderson feels that this is a statement of the General Assembly against the way things are in higher education. Dr. Ingle is concerned that the bill goes into too much detail and would have preferred a broader policy statement.

Mr. Johnson asked if the new Higher Education Commission had been appointed. It is Dr. Ingle's understanding that Austin Gilbert of Florence, who is well acquainted with Coastal, will be appointed as chair of the commission.

Some members of the marketing, public relations, and advertising sectors of the state have volunteered their time putting together a campaign plan of action to raise the consciousness of the value of higher education in South Carolina.

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Also distributed to the Board were the "1996 Higher Education Statistical Abstract," the "1995-96 Atheneum" yearbook, and the "Archarios," an on-campus literary art magazine.

V. Chairman's Report

Dr. Kane was congratulated for receiving the Distinguished Service Award from the University of South Carolina's College of Business Administration.

Mr. DuBard reviewed a letter from Representative Rita Allison concerning the 1995 law regarding trustees' board meeting attendance. Three consecutive unexcused absences could be cause for dismissal from a board. Mr. Burroughs stated that the Board must define what constitutes excused and unexcused. Currently, it is not in the by-laws.

Board members were thanked for their hard work in making contacts for the Humanities Building funding. Ms. Harrell was especially helpful in contacting key legislators. She stated that Henry Brown, Chairman of the Ways and Means Committee, was very instrumental in keeping it before the committee.

Board members inquired about two pending lawsuits, and Dr. Ingle stated that both had been dismissed.

Mr. DuBard reported on a joint meeting of the Board of Trustees and Coastal Educational Foundation, Inc. regarding the relationship of the two boards. The Foundation has restructured their by-laws to state that their sole purpose is to serve as a fund raiser for Coastal. Further defined was the coordination by the Board of Visitors, etc. of fund raising activities through the Foundation. It is now time to broaden the base of the annual funds and campaigns. Dr. Kane felt that the atmosphere at the meeting was excellent.

Mr. Burroughs suggested that the Board of Trustees and the Foundation's Board need to establish a contractual agreement/resolution on their relationship to be prepared by an independent person. Mr. Burroughs, Mr. Johnson, and Mr. Hudson were in agreement that the Foundation would feel more comfortable if their roles were defined. Mr. DuBard will discuss this with Dr. Holmes. Dr. Ingle stated that he would check at other institutions to see what they have done.

Ms. Harvin felt that there should be an annual recognition meeting where the Board of Trustees could acknowledge the Foundation's contributions to Coastal. Mr. Hudson reported that discussions were held regarding developing a working relationship between the two entities. At some point, the chair of the Board of Trustees could serve as a ex-officio member of the Foundation.

Mr. DuBard encouraged all Board members to show their support of Coastal by contributing to the Annual Fund by June 30.

VI. Unfinished Business

None

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VII. New Business

None

VIII. Executive Session

No action was taken during Executive Session.

IX. Nominating Committee

Dr. Kane reported that a letter had been sent to all trustees asking for nominations for 1996-97 officers. Those who responded were unanimous to retain the slate of officers as now constituted. Subsequently, the officers were contacted and communicated a willingness to serve another year.

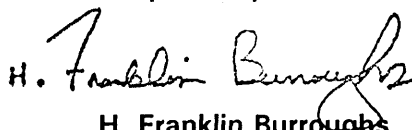
A motion was made by Dr. Kane to recommend as 1996-97 officers of the Board of Trustees for Coastal Carolina University: Mr. Fred F. DuBard, Jr., chair; Ms. Elaine W. Marks, vice chair; and Mr. H. Franklin Burroughs, secretary. The floor was opened for nominations. Mr. Anderson moved to close the nominations and Mr. Oran Smith seconded. The voting was unanimous.

Mr. DuBard thanked everyone for their confidence in the slate of officers and expressed appreciation for everyone's help in the last year. The Executive Committee and the standing committees were reappointed. If a different appointment is preferred by someone, they were asked to please contact Mr. DuBard. He asked that all the committees confer before the next Board meeting to elect/re-elect a chair.

The meeting dates for the next year were reviewed and agreed upon: October 18, 1996; January 10, 1997; April 18, 1997; and June 27, 1997.

The meeting was adjourned.

Respectfully submitted by,



H. Franklin Burroughs
Secretary