

**Minutes**  
**Coastal Carolina University**  
**Board of Trustees**

**Brooks Stadium, Hospitality Suite**  
**9:00 a.m., July 23, 2004**

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

**Board Members Present:**

Mr. Payne H. Barnette, Jr.  
Mr. Robert D. Brown  
Mr. Joseph L. Carter  
Mr. Samuel H. Frink  
Mr. Charles J. Hodge  
Mr. Dean P. Hudson  
Dr. James F. Kane  
Mr. Daniel W. R. Moore, Sr.  
Mr. Keith S. Smith  
Dr. Oran P. Smith  
Mr. Eugene C. Spivey  
Dr. Samuel J. Swad

**Board Members Not Present:**

Ms. Cathy Brand Harvin  
Mr. William L. Lyles, Jr.  
Mr. Clark B. Parker  
Mr. Robert L. Rabon

**Others Present:**

Dr. Peter B. Barr  
Mr. David Bredekamp  
Dr. Janis Chesson  
Ms. Debbie Conner  
Dr. David A. DeCenzo  
Dr. Edgar L. Dyer  
Dr. Lynn Franken  
Mr. Stanyarne R. Godshall  
Dr. Sally M. Horner  
Dr. Gilbert H. Hunt  
Dr. Ronald R. Ingle  
Mr. Warren D. Koegel  
Ms. Linda Lyerly  
Dr. David E. Millard  
Ms. Anne T. Monk  
Dr. Doug Nelson  
Mr. Danny Nicholson  
Ms. Mona Prufer  
Dr. Judy W. Vogt  
Dr. Richard Weldon  
Dr. Lynn Willett  
Ms. Nila S. Hutchinson  
Ms. V. Chyrel Stalvey

(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 Greene of Time-Warner Cable was in attendance.)

**I. Call to Order**

Chairman DuBard called the meeting to order at 9:00 a.m. Dr. Oran Smith offered an invocation. It was noted that Ms. Harvin was not in attendance due to the illness of her husband, State House of Representative Alex Harvin.

Roll call was taken.

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**II. Approval of Minutes**

**Mr. Carter moved to approve the minutes of May 7, 2004, and Mr. Spivey seconded. The motion passed.**

**III. President's Report**

Dr. Ingle pointed out that the Horry County Higher Education Commission's 2004-2005 proposed budget was in their notebooks, and the *2004 CHE Statistical Abstract* is available on-line.

Dr. Judy Vogt reported that the last freshman orientation was finished yesterday. It is estimated that the freshman class will be 1,325 students; 1,273 have already registered. Freshmen enrollment is up 50 students from last year—right on target with the projections. There are 400 more continuing students this year. Total enrollment for fall should be about 7,200.

Mr. Brown asked if there was adequate student housing and academic space for all the students coming in and is there a maximum number of students we can accommodate? Dr. Ingle replied that University Place Phase II would be open this fall with an additional 480 beds. Regarding maximum number of students and utilization of academic space, Dr. Ingle said this would be addressed in the Comprehensive Campus Master Plan and will be discussed at the Board Retreat in September.

Dr. Kane wanted to know the ratio of the total in-state to out-of-state students and the freshmen class. Dr. Ingle responded in-state to out-of-state is 60/40 and freshmen is 50/50.

The open house on July 20, for the Waccamaw Higher Education Center was very successful. The facility has created tremendous excitement in the Waccamaw Neck area. This fall 34 credit and 94 non-credit classes will be offered.

The Distinguished Kimbel Lecturer Series will be held on Thursday, September 9, at 7:30 p.m. A national campaign issues debate will be held in the Wheelwright Auditorium with William Kristol, editor of the *Weekly Standard*, and Michael Waldman, speechwriter and policy advisor for Bill Clinton. In conjunction with the debate, the University will conduct a register-to-vote promotion to encourage student participation in the electoral process.

Ms. Debbie Conner reported that the major 50<sup>th</sup> anniversary events would be centered around Founders' Day on September 20<sup>th</sup> and Homecoming on November 6<sup>th</sup>. Founders' Day will start with a picnic for the campus community, convocation, Graham Family bell tower dedication, burial of the 2004 time capsule, and dinner. The University of South Carolina, College of Charleston, and Horry County School District will be recognized as Founders at the convocation. Mr. Charles Wright, chair of the art department, has designed a piece of sculpture to be presented to each of them.

A form was distributed to each trustee, asking for football ticket needs for the fall season. This year the trustee seats will be in the stands and their tickets will have a pass for the Hospitality

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Suite. The different colleges and their boards of visitors will be inviting major prospects to the Hospitality Suite.

Major donors and trustees will receive letters requesting that unused tickets be turned in so they can be redistributed.

Dr. Ingle presented the *State of the University* address:

A year ago, I concluded my year-end report to you with special emphasis on two matters: that Coastal Carolina's growth reflects the increasing prominence of our University, and that 2003-04 would be another year of unexpected and expected challenges and opportunities as Coastal Carolina approached its fiftieth anniversary.

*2003-04 in review; the unexpected*

While the unexpected is often alarming, during the past year the unexpected has been distinctly gratifying:

1. our 50<sup>th</sup> Anniversary Initiatives campaign has surpassed the \$9 million mark toward the \$10 million goal. The overwhelming success of the quiet phase of the campaign is eloquent testimony to the growing esteem for this university in our local area and beyond. The campaign now prepares for the public phase kick-off planned for Founders' Day, September 20, 2004.
2. Coastal Carolina is entering into discussions with the Horry County Council for approximately 60 acres of available Atlantic Center properties as we seek to expand our campus boundaries to accommodate growth.
3. Finally, the inaugural season of Chanticleer football exceeded even the most optimistic expectations, perhaps even Duke Brown's expectations—with a winning season. The community goodwill generated by Chanticleer football is immeasurable. I am particularly pleased to report that student athletes playing football earned a cumulative GPA of 2.7 for the year.

*2003-04 in review; the expected*

At least two of the expected challenges of 2003-04 were less gratifying:

1. state appropriations for higher education continued to decline and Coastal Carolina continued to increase its reliance on tuition dollars. Since FY2001, state appropriations have been reduced by 28 percent despite a 41 percent enrollment growth. Last year, tuition and fees provided 62 percent of University revenues, five times the amount provided by state appropriations.
2. the General Assembly, again, elected not to move ahead on a bond bill that might have provided funds for a new science building. Fortunately, in cooperation with the Coastal Educational Foundation, a 70,000-square-foot building at the Atlantic Center is now a reality. A lease agreement for the building has been completed and the building will be ready for limited occupancy in the fall. I expect full use by Fall 2005.

While our two buildings at the Atlantic Center will grant some reprieve from the dire needs of our flourishing science programs, that building is at best a short-lived solution. I will continue to express our critical need for science classroom and lab space to the Horry County delegation and members of the General Assembly.

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Other expectations have been met and exceeded:

1. In Fall 2003, the University enrolled and served nearly 6,800 students. Significantly, more and more of these students are electing to graduate from Coastal Carolina.
  - Responding to our retention initiatives, the 73 percent retention rate for first-time students entering in 2002 is a 20 percent improvement since 1993.
  - Accompanying improved retention, Coastal Carolina will post a 2003-04 graduation rate of 40 percent, a 33 percent improvement since 1993.Meeting our goal of reaching and exceeding national averages is increasingly near-at-hand.
2. In May, Coastal Carolina has, for the second year, been awarded the Certificate of Achievement for Excellence in Financial Reporting for FY2003. This recognition is extremely important in a time of public demand for institutional transparency in the handling of public dollars.
3. With 23 new and replacement teachers joining the faculty in Fall 2003, the University maintained a commitment to small classes and personal attention to students. While our 19:1 student to faculty ratio is acceptable, I am concerned that we achieve the better ratio expected of a premier undergraduate institution.

*2003-04 in review and a look at the year ahead.*

As I review the past year and look forward to the year ahead, I am especially proud that our University is on the threshold of a national reputation. The movement to a national standing is an auspicious element of our 50<sup>th</sup> anniversary celebrations in the year ahead.

- What I have in mind by “a national reputation” can be conveyed by a little incident in a local restaurant recently. The people at the table next to us were querying the server about where she went to school. She told them, “Coastal Carolina.” The people said they had never heard of Coastal Carolina. The server responded with a delightful disdain, “Well, you should have.” I suspect that eleven years ago, the student would probably have cited the University of South Carolina and give Coastal Carolina some standing if only a modest one. Not now.
- A national reputation has to do with a 100 percent increase of Coastal Carolina mentions in print media across the country in the past year and a 300 percent increase in athletic mentions from 1993 to the present.
- A national reputation has to do with Amber Campbell receiving a bronze medal on the winner’s stand at the U.S. Olympic Trials in a Coastal Carolina track uniform.
- Most of all, a national reputation has to do with pride (PAUSE): pride among the students, pride among the faculty and staff, pride throughout the Coastal Carolina community. I believe that the achievements and accomplishments of Coastal Carolina over 50 years and in the past eleven as an independent institution warrant our pride.

Despite the sweeping changes that mark this University, however, I believe that our achievements and accomplishments are wholly consistent with our founders’ vision of a school intended to better the quality of life for citizens of the Waccamaw region.

In the past year, Provost Pete Barr has worked to assure that Coastal Carolina remains true to that founding vision while resolutely pursuing our national reputation:

1. Coastal Carolina is setting best practices targets and benchmarks for all academic programs.
2. Coastal Carolina is benchmarking teaching workloads, instructional costs and productivity against similar institutions across the nation.

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3. Coastal Carolina has adopted nationally-normed measures to review and assess our student life programs.
4. Coastal Carolina has conducted an intensive review of campus safety policies and procedures and implemented practices that assure a safe and secure campus environment.
5. Coastal Carolina has achieved notice from NCAA Division I Committee on Athletics Certification that our athletic programs are fully certified. The recertification affirms that Coastal Carolina operates its athletic programs with sound management, rigorous fiscal practices, and a commitment to the academic success of our student athletes. Our student-athletes are regularly recognized for their academic achievements and, indeed, student-athletes in the past year achieved a 3.0 cumulative GPA which is better than the overall University average of 2.8.
6. In his remarks following mine, Provost Barr will discuss an innovative and exciting strategy of public engagement in collaboration with Horry County Schools. Such collaboration is especially appropriate in our 50<sup>th</sup> year when we will recognize the founding role of Horry County Schools in the making of Coastal Carolina.

As Coastal Carolina ventures onto the national stage, we will be serving a record Fall 2004 enrollment of 1,900 new and transfer students and a total enrollment over 7,000. With the completion of a Comprehensive Campus Master Plan that the Board will consider in detail this fall, we are positioning ourselves to meet the needs of students in the years ahead as Coastal Carolina tackles the expected and unexpected that lay ahead. And again, I am grateful for the opportunity to make contributions to the progress of this great University toward national recognition.

**IV. On-Campus Report: Public Engagement**

Dr. Peter B. Barr remarked that the ingredients for a national reputation require high quality, strong academic programs, efficient economical operating system, and competitive athletic programs. However, Coastal Carolina University also has a tradition that distinguishes itself from other universities. It was envisioned and founded by local towns people with their own money and this monetary support continues today with the Horry County millage.

The working relationship between the community and Coastal Carolina University has been exemplified over and over. When the Wall School of Business building was completed in 1993, there were four computer enhanced classrooms and two computer labs. There was no money for computers, but local townspeople came to the rescue. In another instance, the community came to the University stating that there is a strong tourism and golf industry in the area. The Professional Golf Management and Resort Tourism Programs are a result of community input. We are now trying to acquire additional land from Horry County in the Atlantic Center. These close ties are important to the institution.

Coastal has a goal to offer not only an education to find successful jobs but also to make our students better citizens. This goal can be achieved with public engagement or public service--involvement with the community. Public engagement is the Coastal Carolina community collaborating with agencies, organizations, businesses, communities, and government to address critical social concerns.

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The identification and marshaling of resources is brought about by teaching, research and public service. When you are able to combine teaching, research and service, research indicates that the learning process has been greatly enhanced. The two components of public engagement are internal and external, taking responsibility for your actions and then giving back to society. It is a privilege to be able to attend an institution of higher learning. With the privilege also comes a responsibility.

As an institution, we need to instill within our students an appreciation for society, responsibility, personal health, social skills, character/values/ethics, staying informed, financial/legal skills, career exploration, and environmental concerns.

Internally, Dean Franken has assembled a task force to develop an English 101 curriculum (seven sections this fall) to teach skills necessary for life—character values, financial and legal skills—through a series of textbook readings. Papers will be written on the readings and then discussions will take place on the findings. Additionally, a sociologist will measure the pre- and post-questionnaires for both the pilot and seven other English 101 sections to see if the goal has been accomplished.

The external portion of public engagement will begin at the sophomore year by introducing students to the value of involvement in the critical social concerns of Horry County. The root cause of many of the societal ills arises from the lack of education. South Carolina's high school graduation rate in 2003-04 ranks last in the nation; just 51% of students who start the ninth grade graduate; and, the national average is 68%. The experts tell us that these students can be identified as early as the fourth grade. With the right social stability and influence, between the fourth and tenth grades, the majority of the students would graduate. According to the Office of Educational Research and Improvement, each year's class of drop-outs will cost society \$200 billion during their lifetime in loss of production, loss of tax revenue, and cost of assistance. Our goal is to transform at-risk students into successful students.

A pilot program was developed with the Horry County Schools and Coastal Carolina University at Conway Elementary that involved Drs. Ingle, DeCenzo, and others serving as mentors to fourth and fifth graders. As part of Coastal's educational process, we are suggesting using our students beginning in their sophomore years to serve as mentors to students in grades 4-10, working in teams. The Horry County School will identify at-risk students and Coastal Carolina University will provide mentor resources with students, faculty and staff. Next year, we will rely on volunteers in three programs at Conway Elementary, Loris Elementary, and Myrtle Beach Intermediate. Every six weeks, it is hoped to be able to bring these students on campus for various activities. The following year, we will have incorporated this project in our curriculum.

Coastal Carolina is committed to providing learning opportunities, research applications, and public service/engagement for our students.

Mr. Brown asked how many of the 18 new faculty members this year are minorities. Dr. Chesson answered that there are three. Mr. Brown noted that there are fewer minority faculty members now than there was when Coastal became an independent university. Our minority students need role models, too. Dr. Barr assured him that a concerted effort is made to identify minority faculty and recruit them.

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Mr. Spivey suggested coordinating identifying the at-risk students to be included in the sports camps held on campus. Dr. Barr reported that Mr. Darden had included the mentees in the camps this summer. Dr. Ingle noted that the football players are actively engaged in visiting the area schools and interacting with the students.

**V. Executive Session**

**Mr. Carter moved to adjust the agenda and to go in Executive Session to accommodate Dr. Ingle's flight schedule. Mr. Moore seconded, and the motion passed.**

Mr. DuBard reported that no action was taken during Executive Session.

**VI. Standing Committee Reports**

Executive Committee

Nothing to report.

Academic Affairs Committee

Dr. Oran Smith noted that committee had met the day before with Dr. Barr. The bios for the new 18 faculty members were included in the Board books. Between the new hires this year and last year, about 30 percent of the current faculty are new.

Development & Alumni Affairs Committee

Mr. Moore reported that the Development & Alumni Affairs Committee met the previous day discussing alumni activities and 50<sup>th</sup> anniversary initiatives.

Ms. Conner is pleased with the progress that Christi Chambers, new Director of Alumni Relations, has made since coming to campus in May.

Ms. Chambers reported that alumni events have been partnered with athletic events and football. A bus trip to the Gardner-Webb game has been planned. Events with area alumni groups are being planned. In an effort to increase communications with alumni, the Web site has been redesigned; and, there has been a great response to the first e-newsletter sent out.

The Alumni Board held its first meeting on July 9 with its new officers. Rob Shelton is the president.

Will Garland, emeritus faculty advisor to the Alumni Board, challenged the Board to endow a scholarship for \$30,000. He will contribute \$20,000, and the Board accepted the challenge to raise the additional \$10,000.

The Charleston area alumni club also wishes to challenge other area alumni clubs to raise an endowed scholarship for student recipients from South Carolina. The presidents of the clubs will be enlisted as ambassadors for the University.

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Mr. Nicholson is pleased that the Alumni Board and area clubs have committed to these endowed scholarships. This is a visible demonstration of their commitment to the University and will be important for future fundraising.

At the last Leadership Campaign Meeting, Mr. DuBard's effort to create the Leadership Endowment, and Mr. Moore's endowed scholarship in honor of his Dad, Don Moore was announced. The goal is to have 100% participation by the Board prior to the campaign's public phase announcement on September 20<sup>th</sup>.

The 50<sup>th</sup> anniversary initiative goal is \$10 million and \$9.2 million has been committed. There are discussions to increase the goal.

Included in the board packets is a business plan for each area of the University with an identified goal and strategies and action items to achieve the goal, including annual fund plans.

Yesterday a verbal commitment was received for a major gift from Southern Asphalt for naming of the football stadium plaza.

Planning & Fiscal Affairs Committee

Mr. Keith Smith reported that the committee had met yesterday and received an update on FY 2004 and an update on tuition comparisons. Coastal Carolina is still below the averages in the state for tuition.

The ratio of faculty to total employees for the University was reviewed. The ratio is above the national average.

It is hoped to review the *Internal Audit Policy Manual* at the Board Retreat in September.

Student Affairs Committee

The Student Affairs Committee has not met since the last Board meeting.

Dr. Willett reported that the New Student Convocation would be held on August 15 at 7:00 p.m. in Brooks Stadium. This event is intended to offer new students a formal welcome to the Coastal Carolina community. New students and their families have been invited to attend. Dr. Nelljean Rice, professor of English, will be the keynote speaker. She will discuss the process of new students connecting to the collegiate learning process and Capuzzo's *Close to Shore*, the required reading for entering students. At the end of the ceremony, the marching band will lead the students to Prince Lawn for a reception.

The following morning, the new students will be divided into small book discussion groups. At noon, everyone will gather again on Prince Lawn. Further discussions will be held regarding *Close to Shore*, as it is included in the curriculum for Freshman English during fall semester. Dean Franken has made arrangements for the author to come to campus for an event.

This summer the Office of Student Affairs has been engaged in three personnel searches. Dr. Hap Cox has been selected as Director of Counseling Services and will begin work on August 1.



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The Dean of Students search is in progress. The first search for Director of Residence Life was unsuccessful, and a new search will begin. Ms. Pat Singleton-Young, Director of Multicultural Student Services, has agreed to serve as interim director.

Mr. Warren Koegel highlighted athletic activities and accomplishments. Coastal Carolina was the recipient of this year's Sasser Cup.

Ms. Amber Campbell placed third in the Olympic trials in the hammer throw with a personal record best throw. She wore the Coastal Carolina uniform when receiving the bronze medal on the victory stand. However, she but did not achieve the standard to participate in the Olympic games. Her goal is now set for the 2008 Olympics.

Capital Projects Ad Hoc Committee

Mr. Moore stated that the Comprehensive Campus Master Plan is in the process of being finalized and will be discussed at the September Board Retreat.

**VII. Chairman's Report**

Chairman DuBard reported on several matters:

- New parking decals for 2004-05 have been included in the Board packets.
- The Board Retreat has been scheduled for September 9-11 at the Waccamaw Higher Education Center.
- The next full Board of Trustees meetings will be October 21-22.
- Mr. Dean Hudson has decided not to seek reappointment and will be sorely missed from the Board.
- Former Board member Gene Anderson is in ill health.

**VIII. Unfinished Business**

**IX. New Business**

**In accordance with the South Carolina Consolidated Procurement Code, Mr. Spivey moved to approve the request to purchase new furniture, reupholster furniture, paint, and recarpet the Board Room with the amount up to but not to exceed \$50,000. Mr. Moore seconded, and the motion passed by acclamation.**

**Dr. Smith moved to retain as lobbyists the firm of Kelly, McCain & Smith Owens, LLC for the period October 1, 2004 to September 30, 2005. Mr. Spivey seconded, and the motion passed. Mr. Carter voted no.**

Dr. Franken reported that the Sandy Island Book Project, books donated by faculty, staff and students, is awaiting the construction of shelving and completion of a check-in/check-out system. Everything should be finished in September.

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**X. Nominating Committee Report**

**At the recommendation of the Nominating Ad Hoc Committee, Mr. Spivey moved to accept the proposed 2004-2005 slate of officers:**

**Chair – Fred F. DuBard, Jr.  
Vice Chair – William L. Lyles, Jr.  
Secretary – Daniel W. R. Moore, Sr.**

**Mr. Frink seconded, and the motion passed by acclamation.**

Mr. Spivey reported that the Nominating Ad Hoc Committee recommends a change in the by-laws. Currently, the Chairman and Vice-Chairman are elected for a one-year term and limited to two terms. The recommendation is to amend the by-laws to elect the Chair and Vice-Chair for a two-year term, serving one term only. A change in the by-laws requires a written 30-day advance notice. The Administration was asked to prepare a proposed written change to be voted on at the October 22 Board meeting.

**XI. Adjournment**

As there was no further business, the meeting was adjourned.

Respectfully submitted,



Daniel W. R. Moore, Sr.  
Secretary