

**Minutes  
Coastal Carolina University  
Board of Trustees**

**E. Craig Wall, Sr. Building  
Board of Trustees Room  
9:00 a.m., Friday, January 7, 2000**

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

**Board Members Present:**

Mr. Payne H. Barnette, Jr.  
Mr. Robert D. Brown  
Dr. Hal B. Holmes, Jr.  
Mr. Dean P. Hudson  
Dr. James F. Kane  
Mr. William L. Lyles, Jr.  
Ms. Elaine W. Marks  
Mr. Clark B. Parker  
Ms. Juli Streater Powers  
Mr. Robert L. Rabon  
Mr. Keith S. Smith

**Others Present:**

Dr. Ronald R. Ingle  
Dr. Sally M. Horner  
Dr. John P. Idoux  
Mr. Dave Blank  
Mr. David Bredekamp  
Ms. Debbie Conner  
Dr. Edgar Dyer  
Mr. Stan Godshall  
Ms. Linda Lyerly  
Ms. Anne Monk  
Mr. Alan Nagy  
Ms. Pat Sizemore  
Dr. Robert W. Squatralia  
Dr. Judy Vogt  
Ms. Nila Hutchinson  
Ms. Chyrel Stalvey

**Board Members Not Present:**

Mr. H. Franklin Burroughs  
Ms. Cathy Brand Harvin  
Dr. Oran P. Smith

(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. Ms. Natalie Burrowes of *The Sun News* and Mr. Paul Lagrone of *FOX TV43* were present.)

**I. Call to Order and Roll Call**

Chairman DuBard called the meeting to order at 9:00 a.m. Mr. Rabon opened the meeting with prayer and roll was taken.

Messrs. James Blanton and Bill Davis, honorary founders, Mr. John W. Dawsey, chair of the Horry County Higher Education Commission, and Mr. Billy Alford, vice president of the Coastal Educational Foundation, Inc., were welcomed to the meeting.

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Mr. Dawsey stated that from the Commission's beginning, it had the responsibility of overseeing the village that Coastal represents, ensuring the millage money is spent wisely. For many years, the Commission acted as the Board of Trustees. With the establishment of a four-year institution, a Board was appointed. He commended the Board on the excellent leadership given to Coastal. The Commission's role is now to support the Board.

Each year a scholarship is awarded to a graduating senior from each of the county high schools who are in the top ten of their class and plans to attend Coastal. A top priority of the Commission is to recruit outstanding students for Coastal. Also, the Commission is closely involved in the applied research centers and academic enhancement programs. When the Commission saw the need for new classrooms, the funding for the construction of the Prince Building was provided through the sale of bonds. Last year when the need for additional space for the Marine Science and Wetlands program was identified, property at the Atlantic Center, an industrial complex, was pursued to fill this need. This acquisition is now being finalized. This property will become a showplace for Coastal and will serve as an impetus to bring industry to the area. Coastal can be a role player in helping the county.

Mr. Billy Alford expressed appreciation for the Commission's work in making Coastal a better university. He re-emphasized the role Coastal plays in the growth of the Grand Strand and its development. In 1984 when Seaboard Systems Railroad abandoned the 14-mile railroad track, had it not been for the Commission and the University's leadership, the line would have been abandoned. This railroad track can become a key component to mass transit for the future of the Grand Strand area. While serving on the state Highway Commission in 1990, the Commission was a key player in the Carolina Bays project. On behalf of the Foundation, he expressed appreciation to the Board and Dr. Ingle for the University's outstanding contribution to the community. The Foundation is ready to be of service.

Dr. Ingle added that Messrs. Alford and Blanton and three Board members, Messrs. Holmes, Parker, and Rabon have also served as chairs of the Horry County Higher Education Commission.

**II. Approval of Minutes**

A motion was made by Ms. Marks to approve the minutes of the October 1, 1999 Board of Trustees meeting. Mr. Hudson seconded, and the motion passed.

**III. President's Report**

Dr. Ingle reviewed the significant accomplishments that the Board has endorsed since 1993:

- The crowning achievement was the design and implementation of the process to establish Coastal Carolina University as an independent state university separate from the University of South Carolina system
- Increase in net assets of the institution from \$5.6 million to \$11.5 million
- Increase of 78 percent of annual giving
- Increase in external grant funding from \$1.4 million to \$5.5 million

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- National recognition as the only public institution to receive a \$500,000 National Science Foundation grant for undergraduate science education. One of ten institutions in the country and the only public institution.
- Achievement of initial accreditation from the American Assembly of Collegiate Schools of Business (AACSB) and the National Council for Teacher Education (NCATE)
- Increase of 32.9 percent in average faculty salaries
- Adoption of the process for post-tenure review, a plan unanimously approved by the Faculty Senate. Coastal was the first institution in the state to adopt a post-tenure policy. It was unanimously passed by the Faculty Senate and recommended to the Board of Trustees.
- Implementation of a multi-year plan to raise admissions standards resulting in an increase in the average SAT score of 160 points
- Initiation of new academic programs: B.S. in chemistry; B.S. in health promotions; B.A. in musical theater; B.A. in business administration with concentration in golf management; B.A. in business administration with concentration in tourism; M.Ed. in elementary education; M.Ed. in secondary education; and M.B.A. in cooperation with Winthrop University
- National recognition for the campus-wide *Celebration of Inquiry* Conference, based on the university's inquiry-based model of undergraduate education
- Establishment of nationally recognized Lifelong Learning Program serving approximately 700 retirees and senior citizens
- Implementation of a plan for Division I-AA intercollegiate football to begin in 2003
- Construction projects completed included: E. Craig Wall, Sr. School of Business (1993), Eldred E. Prince Academic Building (1994); Post Office and Print Shop (1994); Residence Hall (1996), Student Dining Facility (1996), Intercollegiate Track Facility (1997), Basketball Field House Renovations (1998), and Wheelwright Auditorium Renovations (1999).
- Currently under construction are the Humanities Building, Residence Hall, Bookstore and Extended Learning, and Student Health Center

In looking to the future, accomplishments still to be completed are:

- Academics - secure state, federal and private funding for Smith Science Center expansion; secure funding for Waites Island environmental education facility; expand masters programs to meet local needs; expand cooperative academic programs with other institutions; construct addition to library with emphasis on technology; increase off-campus offerings in Myrtle Beach; and bring faculty and administrator salaries to state/regional/national averages.
- Students - emphasize recruitment of in-state freshmen; expand articulation agreements with two-year institutions; enhance campus quality of life through expanded student programming and therefore increase retention rates; continue to increase technology available to students for research and classroom use; and create a student life center.
- Athletics - raise funds necessary for the establishment of a football program; increase support for existing women's athletic programs; construct a soccer facility; and construct a multi-purpose convocation/arena facility.
- Advancement - initiate a comprehensive campaign to enhance academic programs.

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Dr. Ingle commended the Board for its support of students, faculty, and the administration. A great deal has been accomplished in a short period of time. Additionally, Coastal is very fortunate to have support groups like the Commission and the Foundation.

The new message board on Highway 501 will be ready any day. It will be helpful in informing students and the public on pertinent events on campus.

The Foundation has employed Witzleben & Associates, a consulting firm, for a comprehensive campaign. On January 26, Witzleben will be on campus to begin a feasibility study.

The Legislative Delegation breakfast has been scheduled for January 19, and a letter regarding it was distributed. Dr. Ingle stated that should anyone need hotel reservations, Ms. Hutchinson will help with accommodations.

On December 7, Dr. Ingle and other college presidents met with Governor Hodges in Columbia to discuss the future plans for education within the state.

The search is ongoing for the Dean of Humanities and Fine Arts and should be concluded sometime in the spring semester.

Coastal has been selected to create a Center for Study of Standards-Based Education Reform. The primary purpose of the center is to study how well students in South Carolina public schools are meeting local, state, and national educational standards. The results of this research will be used to improve teacher education programs throughout the state. We are very proud that Coastal was the institution in the state chosen to house this activity.

The faculty committee has met to make recommendations to the Board for honorary degrees and a speaker for spring commencement. Dr. Ingle asked for suggestions from the Board. Once the report comes from the faculty committee, the recommendations will be presented to the Board, probably by phone.

The residence hall construction is on schedule and plans are to house students in Fall 2000. It is hoped to move inventory into the Welcome Center/Bookstore over the Christmas holidays next year and the Student Health Center by this summer.

Dr. Ingle has been named to the Board of Directors for the American Association of State Colleges and Universities (AASCU) for a two-year term. This Board makes national policy affecting higher education. Dr. Kane congratulated Dr. Ingle and added that the appointment is recognition of that board's esteem for Dr. Ingle.

The American Council on Education has also invited Dr. Ingle to participate in a conference with university presidents, five from England and ten from the U.S.

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Dr. Ingle asked for feedback from the Columbia Initiative, ads running in the Columbia newspapers. He has received very positive responses from members of the General Assembly. In May, Ms. Anne Monk will report on a follow-up survey for the initiative.

The *Celebration of Inquiry*: "Truth, Beauty, and Imagination in the Academy" will be held on campus February 16-18.

The land is being prepared for the groundbreaking of the Humanities Building on February 18. The administration is still looking for a donor to put their name on the building.

Mr. Marlin Fitzwater, former Press Secretary to Presidents Reagan and Bush, will speak at Coastal on February 29, as part of the Kimbel Distinguished Lecturer Series.

Founders' Day will be held on March 6 at 3:00 p.m. to honor Mr. Paul Malone, Mrs. Maysie Wall, and Messrs. Tom and Phil Edwards. Mrs. Wall and Mr. Malone are long-time supporters of Coastal. Mr. Malone has served as president of the Foundation. One of the first large gifts to Coastal was from Tom and Phil Edwards for the Williams-Brice Physical Education Center (as well as USC's Williams-Brice Stadium and the nursing school).

The Board was invited to make plans on April 1, to attend the second Wheelwright Gala where the Martha Graham Dance Ensemble will be featured.

Coastal is the state site for critical needs teachers and they are on the campus today. These are teachers that have degrees in other areas but do not have certification in the critical needs areas, such as math and science. These teachers come to Coastal to prepare to teach these subjects.

Chairman DuBard complimented Dr. Ingle and the administration for the accomplishments listed. He feels they make the Board look very good.

**IV. Campus Report**

Dr. Judy Vogt, Director of Financial Aid & Admissions, gave a comprehensive overview of the admissions process. An admissions packet was distributed to everyone. The mission statement for the Office of Admissions states that it is "committed to marketing the University and attracting students who seek to attend a comprehensive liberal arts institution. As a team, we strive to enroll a talented student body from a variety of ethnic, economic, and geographic backgrounds."

The process includes recruitment, admission, and enrollment. The targeted freshman projection for Fall 2000 is 850 freshmen, 450 in-state and 400 out-of-state or 53 percent in-state students and 47 percent out-of-state students. The primary in-state markets are Horry/Georgetown counties, Columbia, Rockhill, Greenville and Charleston/Mt. Pleasant. The primary out-of-state markets are Virginia, Maryland, Pennsylvania, Ohio, New York, and New Jersey, which correlates with the tourists who come to the area.

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This targeted admissions pyramid to enroll 850 students includes 500,000 prospects, 15,000 inquiries, 2,600 applicants, and 1,850 accepted. Direct contact efforts include travel, mail/phone campaign, and visitations. Inquiries, students who have made a direct contact with Coastal to seek information, are monitored on a weekly basis. Not only do they have someone actually talk to them, but they also receive several mailings. About 4,000 students a year visit the campus.

After being admitted, the prospective student receives phone calls from a group of fourteen student telecounselors who answer their questions and talk to them about campus life. Oftentimes, they become friends before arriving on campus.

The six recruiters are on the road about nine and a half weeks in the fall, gearing their presentation towards the senior class. In the spring, the recruiters are geared towards the junior class. Recruiting is now done in Kentucky, West Virginia, and Tennessee. This past year there was enormous growth from North Carolina. When Georgia developed the HOPE scholarship, it dried up the out migration of students. Our data now indicates students are coming north from Florida. For fall 2001 recruiters will be visiting key markets within Florida.

Sophisticated services are now available to purchase names of qualified applicants. Coastal advertises in admissions recruitment magazines in fourteen states. We receive and respond to over 600 e-mails a month.

The direct mail campaign includes response to reply cards, phone calls, e-mails, and purchased names. Every person who comes to campus receives a thank-you note for visiting the campus. We never let any effort on their part go unrecognized. The 1,200 primary high schools receive mass mailings every year, including posters.

Every completed admissions application, which includes a high school/college transcript, guidance counselor recommendation form, and SAT or ACT scores, is reviewed very quickly. A GPA is recomputed from the 16 required core courses. The high school guidance counselor recommendations are reviewed to provide more information about the applicant and the academic program for that high school. The SAT or ACT scores provide a standardized measure for universities to assess a student's readiness for college-level work.

In accordance with the Admissions Policy approved by the Board in 1996, the Fall 1999 minimum admissions requirements are a high school 2.25 core GPA and a 960 SAT score or 20 ACT score. Some students who did not meet the minimum requirements are being admitted under the University Individual Admission Program (UIAP). These students receive a faculty mentor who keeps close watch the entire first semester, making sure the students understand the resources available to them on campus and focuses on their individual needs.

The First Year Academic Plan was developed primarily for Horry County and South Carolina students who were denied admittance to Coastal. They are offered the opportunity to go to a technical school for a year, then transfer to Coastal. Upon successful completion of 24 transfer hours, with at least a 2.0 GPA, they are admitted to Coastal. Last year 83 students in the county were denied admission. Of those, 28 are attending Horry-Georgetown Tech.

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After being admitted to the university, enrollment packets and invitations are mailed along with a scholarship mailing, a housing and meal plan mailing, a follow-up enrollment packet, and letters and calls from academic departments. During the summer there are several orientation opportunities to come to campus.

A snapshot of the Fall 1999 freshmen class included 2420 applications, 1753 accepted (or 72 percent), and 766 enrolled (44 percent). Of those admitted, 81 percent were regular admits and 19 percent in the UIAP. The freshmen mean SAT score and the GPA increased from the previous year. Coastal's mean SAT score of 1032 exceeds the state average of 954 and the national average of 1017.

As a result of the increase in the admissions standard in the fall, there were 114 students less than projected. This year the goal is to try and regain what was lost last year.

Another 50-point increase on the SAT and a .25 on the GPA in minimum requirements is slated to go into effect Fall 2001. If we apply the proposed new Fall 2001 standards to the Fall 1999 class, we would have closer to 500 students matriculating instead of 766. Revenue stream depends on the new students, so we are very concerned. Recommendations have already been sent to the Academic Affairs Committee and will be forwarded to the Faculty Senate recommending modifications to the Fall 2001 increase and beyond. The Board of Trustees will review these modifications for approval at the May 2000 meeting.

Dr. Kane and Mr. Brown expressed concern that the entrance SAT or ACT scores are not always indicative of the success of the student. Dr. Kane feels that another increase of 50 points on the SAT for enrollment will not truly gauge a student's capacity but will only decrease the revenue coming onto the campus.

Dr. Idoux stated that, unfortunately, there has to be some method of standards. He pointed out that part of the admissions standards accepted by the Board included the UIAP, which offers an option for students and has proved to be successful. He reiterated that the Faculty Senate's Academic Affairs Committee will be making recommendations to the Board in this regard.

Mr. Rabon feels that the student's major should also be taken under consideration when admitting to the University.

Dr. Vogt invited Board members to speak at Coastal events held in their local areas throughout the state.

Dr. Ingle added that today's recruiting strategy has changed from the past, and the marketing and technical techniques are very sophisticated in order to meet the needs.

## **V. Standing Committee Reports**

### Executive Committee

Nothing to report.

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Academic Affairs Committee

Ms. Marks reported that a brief information meeting had been held to bring the committee up-to-date on proposed academic programs.

Development & Alumni Affairs Committee

The November 30 giving reports were distributed, and Mr. Nagy pointed out the 86.1 percent increase in giving this year over last year. The estimated giving at the end of December exceeds \$350,000. The endowment balances are \$9.5 million. The growth since December 1997 has been a little over \$2.9 million, almost \$1.4 million in new money.

Dr. Kane asked how many alumni were now included in the alumni database. Mr. Nagy said that the database includes about 11,000 names, approximately 75 percent have accurate records. The internet has been helpful in finding and keeping information updated.

**Mr. Parker moved to honor Mr. Charles L. Watson, a local attorney and CPA, an avid supporter of Coastal Carolina University, by dedicating the Charles L. Watson Baseball Stadium. The motion was seconded by Mr. Lyles and passed by acclamation.**

Planning & Fiscal Affairs Committee

Mr. Keith Smith reported that a committee meeting had been held where the budget was reviewed and is on target. Recently the financial audit for yearend June 30, 1999 was mailed to all the Trustees. Mr. Bud Addison, the auditor of Cherry, Bekaert, & Holland, was in attendance to review the report and answer questions. Dr. Ingle stated that there were no exceptions and no management letter in the audit, and he had not seen that before. He complimented Dr. Horner, Ms. Lylerly, and Mr. Godshall on a job well done.

The CINO audit showed a revenue of \$3.3 million. At year end there was a \$12,000 increase in fund balance.

The administration would like to begin developing a Board of Trustees policy manual where the approved policies can be located.

**Mr. Keith Smith made a motion for the Board of Trustees to authorize the Coastal Carolina University to initiate wire funds transfers through Bank of America (formerly NationsBank) as necessary to accomplish University business. The amount per transaction should be limited to \$50,000. The authorized signer is Dr. Sally M. Horner, Executive Vice-President, and the authorized security administrator is Linda P. Lyerly, Controller. Mr. Parker seconded the motion, and it passed by acclamation.**

Student Affairs Committee

Nothing to report.