

Minutes
COASTAL CAROLINA UNIVERSITY
BOARD OF TRUSTEES RETREAT
August 24 – 25, 2007

Presiding: Mr. William H. Alford

Board Members Not Present:

Mr. William S. Biggs

Mr. Robert D. Brown

Board Members Present:

Mr. Gary W. Brown

Mr. Joseph L. Carter

Mr. Samuel H. Frink

Mr. J. Wayne George

Mr. Charles J. Hodge

Mr. William L. Lyles, Jr.

Mr. Daniel W. R. Moore, Sr.

Mr. Clark B. Parker

Mr. Robert L. Rabon

Dr. Oran P. Smith

Mr. Eugene C. Spivey

Mr. Tommy M. Stringer

Dr. Samuel J. Swad

Others Present:

Mr. & Mrs. Joe Berry

Ms. Jean Ann Brakefield

Dr. Janis W. Chesson

Dr. David A. DeCenzo

Dr. Edgar L. Dyer

Mr. Wilbur L. Garland

Mr. Mark S. Kelley

Dr. Lloyd A. Holmes

Mr. Warren Koegel

Dr. Danny Nicholson

Dr. Rob Sheehan

Dr. Judy W. Vogt

Dr. Lynn Willett

Ms. Sandy Williams

On Friday, August 24, 2007, the Board of Trustees opened the meeting to approve the purchase of a printer for Dr. DeCenzo's office in accordance with the State Procurement Code. Mr. Spivey made the motion to approve the purchase and Mr. Frink seconded.

On Saturday, August 25, 2007, the individual proposed committees met separately. The following minutes reflect their discussions.

Academic Affairs Committee:

Committee members present: Mr. Joseph L. Carter, Mr. J. Wayne George, and Dr. Oran P. Smith

Staff members present: Dr. Edgar L. Dyer, Dr. Rob Sheehan, and Dr. Judy W. Vogt

Chairman Smith and the committee reviewed a list of fourteen (14) priorities for the Academic Affairs Committee.

PROPOSED GOALS AND OBJECTIVES ACADEMIC YEAR 2007-2008

Priorities and Plans:

- Written elaborations for promotion/tenure/renewal/post-tenure merit will be developed: at College level, by January 1, 2008; at Department level by May 15, 2008.
- An approved list of university-wide peer institutions will be developed and shared with the Board by April 15, 2008.
- Expand utilization of university classrooms and laboratories to late afternoon – evening and weekend offerings.
 - Correspondence to this effect sent to all faculty – linkage established to salary compression; baseline data established for campus utilization; Deans and Department Chairs directed to achieve this goal.
- Develop degree programs that are viable, preferably economically successful for the Waccamaw Higher Education Center and for Myrtle Beach.
 - Deans’ Retreat planned for September, 2007 to identify full-degree programs best suited for off-campus programming.
 - Faculty hire and renewal letters all now have explicit language regarding off-campus instruction.
- Finalize academic metric for dashboard indicators.
- Expand collaborative degree programs (2+2 programs) with HGTC.
- Develop, implement, and assess strategies for increased responsibility for student retention by academic affairs.
 - Centerpiece for this will be the University Academic Center, now reporting to the Provost – getting tenure/tenure track faculty into the FYE courses as instructors is a priority.
- “Right size” the use of temporary and part-time faculty who teach undergraduate students.
 - Implementing a two-year hiring program of lecturers – 25 replacement positions each year
- Employ “Cluster Hire” strategy for new and replacement faculty positions at Coastal.
 - Implement a three-year hiring program of new tenure/tenure track faculty to permit deans to know, the new/retirement-related replacement positions Colleges will have for the next three years (enrollment growth permitting) and plan accordingly to develop added/increased areas of focused excellence – 15-25 tenure track positions/year.
- Meet market demand for new majors.
 - Develop new majors at the graduate and undergraduate levels which correspond to market-demand (e.g. baccalaureate programs: Exercise & Sport Science; Bachelors of Science, Nursing; Criminal Justice)
 - (e.g. graduate programs: Public Administration – MPA; Educational Administration; Master arts Creative Professional Writing)
- Move toward a culture of assessment on campus.

- Create a university-wide plan for student outcome assessment.
- Include student outcome assessment into Annual Celebration of Inquiry
- Develop and implement a plan to meet the office, studio, and laboratory needs of faculty – preferably on the main campus.
- Advocate for: Rehabilitated/expanded Science Building; Expanded/New Student Activities Building; A State-of-the-Art Classroom Building; Rehabilitated/Expanded Library.

Dr. Smith drew attention to the Board’s desire to have written elaborations for promotion/tenure/renewal and post tenure merit at the College and Departmental levels. He included in his discussion his desire to begin updating the Faculty Manual during the 07-08 academic year.

The Board is interested in increased classroom utilization on campus as well as increased off-campus programming.

Committee members reviewed several possible new majors that might be developed for Coastal Carolina students. The possibility of a degree program in archaeology, specializing in the archaeology of the South was added to the list.

Committee members discussed the Board’s interest in expanding collaborative degree programs with Horry Georgetown Technical College.

Provost Sheehan noted that growth in degree programs and students would result in needed resources for faculty and staff as well as facilities.

Re-write and update of the Faculty Manual will begin during the 07-08 academic year.

Minutes were submitted by Dr. Rob Sheehan.

Alumni Committee:

Committee members present: Mr. Samuel H. Frink, Mr. Clark B. Parker, and Dr. Samuel J. Swad, chair

Staff members present: Ms. Jean Ann Brakefield, Dr. Janis W. Chesson, Dr. Lloyd A. Holmes

Priorities were set for Alumni Relations:

1. Within one year, the data base should be accurate and up to date. Provide financial and personnel resources to accomplish this and to provide ongoing access and control of the data to Alumni Relations.
2. Convert the Atheneum building into an Alumni Center by July 2008.

3. Train staff on using NetCommunity beginning in December. Utilize this program to allow alumni to connect over the internet.
4. Assign a Major Gift Officer to Alumni Relations.

Minutes submitted by Ms. Brakefield.

Athletics Committee:

Committee members present: Mr. Charlie J. Hodge, Mr. Eugene C. Spivey, and Mr. Tommy M. Stringer. Mr. Biggs was not in attendance.

Mr. William S. Biggs, the proposed committee chair, could not attend due to business obligations.

Staff members present: Mr. Warren Koegel and Dr. Lynn Willett

Mr. Koegel distributed a list of future development needs for the Athletic Department.

Mr. Hodge began with a discussion of the conference affiliation. Topics discussed were as follows:

- Big South and its future.
- Southern Conference.
- Possible Colonial as an option.
- Development of new conference by raiding other conferences.
- Four (4) year moratorium on any movement to Division I by the NCAA started this year.

Athletic budget discussions included:

- Explanation of the athletic budget.
- The athletic budget finished in the black last year by \$125,000. Also, athletics did not pay back the University for scholarships with an additional \$200,000 in savings because the budget was in the black by that additional \$200,000. The total amount saved the University was \$325,000.

Mr. Koegel will open the athletic budget to the committee to show them operating and scholarships and how gender equity is met.

Mr. Hodge noted and asked regarding the following academic issues:

- The GPA is again at 3.0 for an average of 430 athletes.
- 193 athletes are on the Presidential Honor Roll, meaning a 3.0 or better.
- Anthony Franklin, football, was named the outstanding student at CCU last year with a 4.0 in mathematics.
- Graduation rates will be presented to the committee. (GSR and NCAA National Rates.)

The minutes were submitted by Mr. Koegel.

Audit Committee:

No formal meeting was held.

Executive Committee:

No formal meeting was held.

Facilities and Finance Joint Committee:

Committee members present:

Facilities: Mr. Gary W. Brown, Mr. Joseph L. Carter, and Mr. Robert L. Rabon

Finance: Mr. Daniel W. R. Moore, Sr., Mr. Clark B. Parker, and Mr. Robert L. Rabon

Staff members present: Mr. Wilbur L. Garland, Dr. Janis W. Chesson, Mr. Warren Koegel, Dr. Rob Sheehan, Dr. Judy W. Vogt, and Ms. Sandy Williams

Chairman Rabon opened the joint meeting with a discussion of the proposed new Athletic Field House. Nearly the entire hour was used in an in-depth discussion of this proposal. Mr. Carter pointed out that the Capital Projects Committee had tabled this project during an earlier meeting and that it had not been removed from the table. Other Trustees in attendance agreed with Mr. Carter. After much discussion, the joint committee recommended that the Facilities Committee meet at Coastal Carolina on Tuesday at 3 p.m. to further discuss this project. It was the general consensus of the two committees that this project should not be presented to the Joint Bond Review Committee and the Budget and Control Board in September 2007.

The joint committees were in agreement to recommend approving the following four leases and two rental agreements to the full Board as shown below:

- 1. Alumni House, 1601 Elvington Road. Lease from July 1, 2007 – June 30, 2008 for annual payment of \$16,200; if renewed for an additional year the annual lease payment would be \$8,400.**
- 2. Chief Public Safety Residence, 1642 Elvington Road. Lease from September 15, 2007 – September 14, 2008 for annual payment of \$19,800; if renewed for an additional year the annual lease payment would be \$15,600.**
- 3. Soccer Field, approximately 23 acres on University Boulevard. Lease from July 1, 2007 – June 30, 2008 for annual payment of \$11,685; Annual renewal thereafter for lease payment of \$1.**
- 4. Strand Storage Center, Unit 311, 2787 Hwy 501 East. Annual lease payment of \$1,800 with 13th month free. To be renewed on September 15, 2007.**
- 5. Strand Storage Center, Unit 314, 2787 Hwy 501 East. Annual lease payment of \$2,880 with 13th month free. To be renewed on September 12, 2007.**

6. Theatre Prop Shop, 180 Sanderson Drive, Annual lease of \$24,720. To be renewed on August 31, 2007.

Mr. Rabon also reminded the committee members that there is discussion underway among the administration of several other facility projects including the possibility of leasing/acquiring space in several sites in Myrtle Beach.

Due to time constraints there was no presentation made to these committees by Mr. Garland and there was no separate discussion of issues regarding finance. Mr. Garland apprised the joint committees of the goals and objectives for the coming year in these areas by use of handouts.

These minutes were submitted by Mr. Garland.

Government Affairs Committee:

Committee members present: Mr. J. Wayne George, Mr. William L. Lyles, Jr. and Dr. Oran P. Smith.

Staff members present: Dr. Edgar L. Dyer and Mr. Mark Kelley.

Chairman Lyles opened the meeting by stating that the allotted time could be best used for discussion of goals for the coming year.

A broad discussion was held among all present on a number of items, including continuing the University's active participation in the I-73 Corridor Association, visiting the offices of our Senators and Congressman in Washington for grant opportunities, working to increase state funding of the institution and to improve our relationships with members of the General Assembly and the Budget & Control Board, staying actively involved in the Northeastern Strategic Alliance (NESAs), and working with Horry County Council to secure acreage in the Atlantic Center for the Horry County Higher Education Commission and to secure full millage for the Commission.

The retaining of an additional lobbyist was also discussed. A suggestion was made to add the Legislative Delegation and Mark Kelley to the University's informational e-mail list and to compile a listing of legislators with whom Board members have close relationships.

Mr. George suggested that, later in the semester, the University should visit the regularly scheduled meetings of the municipalities in Horry and Georgetown counties and to meet with their respective Mayors, to let them know that the University is vested in the community and to offer the University services. He stated that he would be glad to accompany University officials to these meetings, since he had come to know many of the mayors in his capacity in working for the Municipal Association of South Carolina.

After the allotted time had expired, the conversation was ended.

These minutes were submitted by Dr. Edgar L. Dyer

Institutional Committee Minutes:

Committee members present: Mr. Daniel W. R. Moore, Sr. and Mr. Gary W. Brown.

Also present: Dr. Danny Nicholson.

The committee discussed the 2007-2008 goal of \$5.5 million. This goal, in alignment with budgeted dollars for operation, would translate to spending 19 cents for every dollar raised. There are several current projects that need funding: Waties Island, Wall Fellows Program, Football Fieldhouse, Watson/Vrooman Baseball Complex, James Michie Archaeology Project, etc. These projects, along with a strengthened Coastal Fund Initiative, represent the primary focus of Advancement's efforts for the coming year, in conjunction with the introduction of President DeCenzo across the Southeast.

Chairman Moore discussed the need for an incentive plan to motivate and add major gift officers. The idea is to bring a stronger sense of accountability to our fundraising efforts and to add quality fundraising professionals to our team. The new Metrics Evaluation System for gift officers was reviewed and will be utilized as a measuring tool for rewarding four categories of behavior that are critical to success. These include individual goals, number of proposals, utilization of the President, campus visits, etc. The Foundation Board recently approved \$20,000 to be allocated for incentive rewards at the end of fiscal year 2008. Mr. Moore also suggested that we focus on hiring the very best talent possible, making goals and expectations clear from the onset. The point was made that increasing fundraising goals is directly related to the number of major gift officers and number/capacity of donors. It is imperative to continue to grow the Advancement area in preparation for the future campaign.

The committee discussed a goal for the future campaign and coordination of the strategic plan/feasibility study. Several potential goals related to a future campaign have been stated. The committee discussed a campaign chart that reflected a goal of \$100 million in order to gain some perspective of the gifts necessary to successfully accomplish such an objective. It was determined that one \$10 million gift, two \$5 million gifts, four \$2.5 million gifts, and fifteen \$1 million gifts would be needed to secure this level of support. A discussion followed in relation to how the campaign would be structured. After the strategic plan is complete and priorities outlined, the University should cost out the priority needs and create a report that outlines these objectives. President DeCenzo would present this agenda at a number of preconditioning events, where the 100 top donors and prospects would be invited. A campaign consultant would be hired primarily to conduct a feasibility study. This study would serve to measure our ability to achieve the level of support needed to secure these priorities. As far as a time frame is concerned, the target is Fall 2008. However, this depends on the completion of the strategic plan and feasibility study.

Mr. Brown articulated the need to benchmark with other peer institutions. Several institutions mentioned were Winthrop, UNC-Wilmington, College of Charleston, and Wofford. The committee agreed that the staff should do some research to get a better idea of what other comparable institutions are doing in relation to fundraising.

The committee discussed the need to more fully utilize members of the Coastal Educational Foundation. Mr. Moore stated that many of the members are available to make visits and offer names of prospects President DeCenzo could be introduced to. This will be critical in filling the pipeline for the future campaign.

The committee discussed broadening the reach of development efforts and cultivating prospects outside the Horry County area. A focused approach on building relationships outside the immediate area should be developed and implemented. Many alumni have done well across the country and we need to capitalize on these individuals to strengthen our private fundraising efforts.

The committee discussed the need to fully develop the south end of the beach area and engage individuals with capacity in our fundraising efforts. An initial meeting has been slated for Fall 2007.

The minutes were submitted by Dr. Nicholson.

Student Affairs:

Committee members present: Mr. Samuel H. Frink, Mr. William L. Lyles, Jr. and Mr. Eugene C. Spivey

Staff members present: Dr. Lloyd A. Holmes and Dr. Lynn Willett

Chairman Spivey expressed concern over the use of colors (that seemingly display institutional colors for other schools rather than Coastal Carolina University) on flyers used for advertising events.

Committee members discussed the current state of the Student Center. Members addressed the services offered within student centers on other campuses and recognized the need to visit student centers/student unions on other campuses. The committee will continue this discussion at the next meeting.

Vice President Willett reported that because of the agreement with Campus Advantage, the Department of Residence Life no longer oversees the day-to-day operations of University Place. Willett informed the committee of the need to review the freshman housing requirement if University Place is sold to a private investor. The number of beds available to students through Residence Life would be approximately 1200, which is less than the number of new freshman each year and as such, would provide no accommodations for upperclassmen who desire to live on campus.

Chairman Spivey expressed the need for increased accountability for the management of finances and requested a detailed breakdown of student fees.

The committee moved into a discussion regarding alcohol consumption and/or abuse by students. Vice President Willett addressed institutional concerns over alcohol usage by students and informed board members of the review of the Alcohol Policy for the institution which is underway.

Chairman Spivey expressed concern over lighting on the campus and recommended that more lighting be installed in various areas.

Vice President Willett presented the committee with a list of goals for the 2007 – 2008 academic year (listed below) for the Student Affairs Division and asked that the committee review these goals. These goals focused on the following areas: policies, programs/operations, facilities, and partnerships. Review and discussion of the goals was tabled for a later meeting.

**Coastal Carolina University
Division of Student Affairs
Goals, 2007- 2008**

Policies

- Implement the new Medical/Psychological Withdrawal Policy (*Central Office*)
- Develop a pandemic plan for the campus (*Student Health Services*)
- Review the alcohol policy to address inconsistencies in campus publications (*Counseling Services; Public Safety; Dean of Students*)

Programs/Operations

- Continue improving emergency response systems and methods of communicating with faculty, staff, students and parents (*Public Safety*)
- Expand the Student Health Services operation to provide services for all undergraduates (*Student Health Services*)
- Offer new, engaging programs to support the growing student population interested in fitness and recreation (outdoor adventure programs, sports clubs, etc.) (*Campus Recreation*)
- Improve communication with internal and external constituencies through shared operations calendar and website improvements (*Residence Life*)

- Initiate next phase of technology enhancements including on-line housing application and on-line housing assignments (*Residence Life*)
- Manage transition issues regarding University Place and the potential impact on housing availability for freshmen and returning students in Fall 2008 (*Residence Life*)
- Enhance and promote late night and weekend programming (*Student Activities and Leadership; Campus Recreation; Counseling Services*)
- Develop support services for commuter students (*Dean of Students/Student Activities and Leadership*)
- Enhance communication to and support programs for parents of CCU students (*Central Office*)
- Assist campus offices in the implementation of the new CINO Card debit service for CCU students (*Central Office*)

Facilities

- Identify resources to upgrade campus recreation facility (indoor spaces and outdoor fields) and fitness equipment (*Central Office*)
- Implement the renovation plans for the Student Center; Seek funding for an enlarged student center to provide appropriate meeting and event space, improved food service area and informal gathering space (*Central Office*)
- Improve residential facilities with additional laundry areas (*Residence Life*)

Partnerships

- Discuss with Academic Affairs the possible implementation of a values statement/honor code to promote civility, respect and accountability (*Central Office*)
- With Academic Affairs, develop employer relationships to strengthen the recruitment/placement program (*Career Services*)
- Develop partnerships and improve communication with residents in neighborhoods adjacent to CCU (*Dean of Students/Student Activities and Leadership*)
- Develop a campus-wide leadership program in partnership with Academic Affairs (*Dean of Students*)

- Work with the Alcohol Coalition to partner with local establishments and law enforcement officials to address the issue of underage drinking (*Counseling Services*)
- Collaborate with Academic Affairs to resolve scheduling conflicts in recreation facilities (*Campus Recreation*)

The committee meeting ended at approximately 11:15 a.m.

The minutes were submitted by Dr. Lynn Willett.

After all the committee reconvened from their sessions, the Joint Facilities and Finance Committees moved to approve the following four leases and two rental agreements: Alumni House, Chief Public Safety Residence, Soccer Field, Strand Storage Center - Unit 311, Strand Storage Center - Unit 314, and Theatre Prop Shop. These items were approved by the full Board of Trustees.

As there was no further business, the Board Retreat adjourned.