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Board of Trustees Minutes, October 17, 1997

Coastal Carolina University

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**Minutes
Coastal Carolina University
Board of Trustees**

**Board of Trustees Room
9:00 a.m., Friday, October 17, 1997**

Presiding: Mr. H. Franklin Burroughs, Chair

Board Members Present:

Mr. Gene Anderson
Mr. Payne H. Barnette, Jr.
Mr. Robert D. Brown
Mr. Fred F. DuBard, Jr.
Ms. Cathy Brand Harvin
Mr. Dean P. Hudson
Mr. James J. Johnson
Dr. James F. Kane
Mr. William L. Lyles, Jr.
Ms. Elaine W. Marks
Mr. Clark B. Parker
Ms. Juli Streater Powers
Mr. Keith S. Smith
Dr. Oran P. Smith

Board Members Not Present:

Mr. J. Egerton Burroughs
Ms. B. Catherine Harrell

Others Present:

Dr. Ronald R. Ingle
Dr. John P. Idoux
Dr. Sally M. Horner
Ms. Sallie D. Clarkson
Dr. Edgar L. Dyer
Ms. Margaret A. Fain
Mr. Donnie Jones
Mr. Michael M. Lackey
Dr. Joseph Mazurkiewicz
Ms. Anne T. Monk
Mr. Alan Nagy
Mr. Van Newman
Mr. George F. Sasser
Ms. Patricia Sizemore
Dr. Lynne Smith
Ms. Charmaine B. Tomczyk
Ms. Jeri Lyn Traw
Ms. Nila Hutchinson
Ms. 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.)

Chairman Burroughs called the meeting to order, and Mr. Parker offered the invocation.

Honorary degree recipient, Mr. William F. Davis, expressed appreciation to the Board of Trustees for honoring him at the May Commencement. He congratulated and commended the Board for the excellent job being accomplished to move Coastal Carolina University forward.

Ms. Dukes introduced Mr. Tim Meacham, newly elected president of the Alumni Association. Mr. Meacham is an attorney with Jebaily & Glass in Florence and is from the class of '79. He stated that the Alumni Association believes that the "best time" for Coastal is yet to come and looks forward to working with the Board.

I. Roll Call

Roll call was taken.

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II. Approval of Minutes

A motion was made by Dr. Kane to approve the June 27, 1997 and July 21, 1997 minutes of the Board of Trustees meeting, seconded by Mr. Johnson, and carried.

III. President's Report

Dr. Ingle introduced Mr. Van Newman, Chairman Emeritus of Newman Saylor & Gregory, a Columbia based marketing communications agency. Dr. Ingle asked him to come to Coastal to work with Public Information on a temporary basis to develop a marketing communications plan for Coastal.

Mr. Newman gave a brief explanation on the process of reviewing and making recommendations for Coastal's strategic marketing plan. Unfortunately, Public Information's heavy workload environment has resulted in a delay in developing a marketing plan. The goal is to bring an organized structure to put Public Information in a position to do strategic planning, as well as meet their daily demands for the various needs of their "clients."

The eight major areas and schools on campus have been identified with their goals and needs recognized. A professional member of the staff has been assigned to focus and specialize on each of those eight areas. An analysis of existing conditions is completed and definite objectives for the plan will be defined. Strategies will then be developed to implement the plan and action steps will be defined to implement the plan. The process is halfway completed. A working outline was distributed to everyone.

Mr. Newman and Ms. Monk have met extensively with their "clients" and expect to complete the plan by the end of November. He has been pleased with the excitement, enthusiasm, and pride found on the campus.

Dr. Ingle referred to the list of calendared events which was included in the Board packets. The December 14 graduation will be held at the All American Music Theater in Fantasy Harbour at 1:00 p.m. The announcement of the R. Cathcart Smith campaign will take place around the April Board meeting. Student Center renovations which will add greatly to campus life were completed in August, and Board members were encouraged to visit it. Governor Beasley has been invited to speak at Founders' Day on March 2.

The preliminary fall FTE enrollment figures show a 1.5 percent increase. Enrollment headcount was down approximately two percent due to the loss of about 120 part-time students in the Project Able program which is geared to senior citizens. These classes were changed from a credit course to a non-credit one. Full-time undergraduate students increased by five percent; new freshmen by one percent; new transfers by 10 percent; traditional-aged students (25 and under) increased by 7 percent; out-of-state students increased 7.4 percent; and minority students basically remained the same.

Coastal's out-of-state tuition is now the highest in the state and being monitored very closely by the administration. Minority student enrollment remains about the same at 11 percent. With Coastal's fall enrollment, the budget figures look very good.

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Earlier in the week, Dr. Ingle met with Representative Henry E. Brown, chairman of the Ways and Means Committee, to seek support for the additional \$3 million needed for the Humanities Building. Although he did not commit to the \$3 million, Dr. Ingle felt positive about their discussion and will continue to work with Representative Brown. Due to scheduling conflicts, a meeting to discuss this funding with Senator Setzler has been postponed.

Governor Beasley is currently developing his 1998 budget. It is important for Board members to continue approaching legislators for this funding. Dr. Ingle offered to meet with the members at any time to approach the legislators. Of course, the Horry Delegation is behind this project and working to make it happen.

The **Statistical Abstracts for Higher Education** will be ordered for any Board members who request them.

Last year the Faculty Senate appointed a committee chaired by Dr. Gil Hunt, the new Faculty Senate Chair, to review Coastal's faculty salaries in comparison to national and state averages. It was a very positive report with good suggestions and recommendations. He will meet with Dr. Ingle to develop the next step in terms of strategy.

The public's impression of higher education in regards to the issue of tenure is controversial, both nationally and in the state. As part of a salary increase plan, the review committee recommended a post-tenure review of tenured faculty. Dr. Ingle feels this is a very positive recommendation coming from the faculty committee.

Being very committed to traditions, Dr. Ingle believes that it would be fitting to place a plaque commemorating the location of the first meeting of the Board of Trustees which was held in Admissions 003. A plaque has been ordered, stating the date of the meeting and listing the names of the original Board members and will be installed upon receipt.

Horry-Georgetown Tech and Coastal will be hosting a community meeting with Dr. Rayburn Barton, the new Executive Director of the South Carolina Commission on Higher Education, at Coastal on November 3. He will be discussing the role of the Commission on Higher Education and the needs of the colleges and universities of the state. Trustees were encouraged to meet with Dr. Barton at one of his meetings as he covers the state at twelve locations.

On December 1, Lt. Governor Peeler will be on campus to meet with a group of government students. This will be an opportune time for him to be on campus to review the location of the Humanities Building.

Dr. Horner reported on the progress of Act 359 which produced 37 Performance Indicators in which funding for higher education will be based 100 percent by 1999-2000. CHE has been given the task of implementing this act.

Dr. Ingle, Dr. Horner, and Ms. Fran Gilbert served on committees during the summer and fall of 1996 to define these indicators and how they will be measured. New committees were then charged with establishing benchmarks and divided by sectors--research universities,

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comprehensive universities, technical colleges, and two-year branches of USC. The benchmark and rewards for the 37 indicators were then defined.

Mr. Dalton Floyd was selected to serve as vice-chair of the CHE. He also chairs the planning and assessment committee which is the steering committee for the performance indicators. He has been very helpful to Coastal.

Mr. Floyd's leadership moved the process from a total impasse of very strong adversarial positions from one sector to another and resolved it by proposing that a majority (80 percent) of the grade on performance indicators for the institutions will be based on benchmarks which the institutions will set for themselves, with approval from the CHE. A fifth sector benchmark will be established for the whole sector and meeting the sector benchmark can result in a grade of 100 percent. It is also possible to get bonus credit to make up for losses in other areas.

A Washington consulting firm, using national averages of amounts other similar institutions are spending per FTE enrollment, has developed a model for dividing baseline funding called Mission Resource Requirements (MRR). A preliminary look at how much appropriated money each sector will receive appears to shift the balance of percentages towards the research universities and technical colleges.

Dr. Ingle feels that there will be much more discussion on the MRR, as the gap between the baseline funding for research universities is greater than for the rest of the colleges and universities.

The benchmarks are supposed to be set during the year prior to the funding year; however, this year's guidelines were not established until after FY 96-97. In August 1997, Coastal benchmarks were accepted for 1996-97. Ahead of other colleges and universities, Coastal is using seven task forces of faculty members to set benchmarks this fall that will apply to funding for this year, making recommendations by the end of October. The recommendations will be benchmarks for 1997-98 for funding for 1998-99. It will only apply to new money, about \$14 million out of the whole \$660 million for all of higher education. Next year will be important because it will affect the entire amount of money.

Dr. Ingle has been asked to serve on a committee to review the inconsistencies in the plan and make recommendations to CHE.

Ms. Linda Lylerly, Comptroller, is serving as chair of a statewide group of comptrollers to establish the best accounting practices to tie into the MRR.

Mr. Franklin Burroughs feels that the issue of performance indicators is one of the most important issues which Coastal will face and encouraged Board members to keep abreast of what is happening with this. In a discussion with Mr. Burroughs, Dr. Barton acknowledged that he is not sure just how the performance indicators will work.

Coastal has taken a leadership role in the Washington-based America Reads Program with the intent of increasing the reading level of pre-school and public school children. Coastal is the

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only site in the nation based at a university. Dr. Sally Hare serves as the coordinator and has formed a coalition involving Coastal, Horry County schools, and the Community Coalition for Horry County. Drs. Hare and Ingle are in close contact with Washington. He is pleased with Coastal's leadership role in this important effort.

Dr. Ingle stated that the administration is greatly concerned with the problem of binge drinking on campus universities. As almost half of Coastal's students are under 21 years of age, the University has a responsibility to stress the fact that alcohol consumption by minors is not only against University policy, but it is against the law.

At the American Association of State Colleges and Universities meeting in the summer, Dr. Ingle was very impressed with an innovative interactive computer CD-ROM program designed to combat alcohol abuse on college and university campuses. He volunteered Coastal as a pilot for the University of Illinois program. Coastal is the only demonstration site in South Carolina for Alcohol 101.

Dr. Ingle has met with the leadership of the Greek organizations on campus to discuss alcohol concerns, the institutional rules and regulations, and the state law. He encouraged the members of the organizations to take care of each other.

Mr. Donnie Jones, Student Government Association President, added that all fraternity and sorority members, as well as potential members, are being required to take Alcohol 101. He stated that he was encouraging all members of student government as well to take the course.

Mr. Johnson wanted to know if there was any tracking of transfer students from Horry-Georgetown Tech to Coastal. Ms. Sizemore reported that the largest number of in-state student transfers comes from tech schools--especially Horry-Georgetown Tech. Dr. Ingle added that Coastal works closely with Horry-Georgetown Tech to insure a smooth transition.

Mr. Brown asked where the majority of the out-of-state students came from. Ms. Sizemore stated that New York, Ohio, Maryland, New Jersey--the northeast corridor. Dr. Ingle added that even with Coastal's high out-of-state tuition, attending Coastal is still a good buy for these students. The reputation of the Marine Science program attracts the largest academic course which is in the academic common market. If there is not an undergraduate marine science program in their state, they can attend Coastal and pay in-state fees, making it very attractive to very good students.

In regards to Mr. Johnson's inquiry regarding security on campus, Dr. Ingle stated that he feels that the campus is a safe environment. Dr. Don Brook, Director of Law Enforcement and Safety, is constantly looking for ways to make it even safer. The Horry County Higher Education Commission has funded five emergency security call-boxes which have been installed. If these work out well, more will be ordered. The lighting has been improved and bike patrols have also been added on campus.

Coastal's Gospel Choir will be singing at the House of Blues at the Gospel Brunch on Sunday, October 26 and Board members were invited to watch the performance. Dr. Ingle added that the "All Dat Jazz" group now has a CD available at the bookstore.

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Mr. Franklin Burroughs expressed appreciation to Dr. Ingle for taking the initiative on issues that other colleges have not done.

IV. Campus: Kimbel Library on the Web

Dr. Lynne Smith, Dean of Library Services, was pleased to announce that Coastal is one of only seven in the state to have a state-of-the art, web-based library, even ahead of Harvard. She introduced librarians Ms. Sallie Clarkson, Ms. Margaret Fain, Mr. Michael Lackey, and Ms. Jeri Traw. Each staff member reported on their own particular area of preparing the system to come on-line including the selection of vendor, web-site design, data entry, student and community education, as well as looking forward to maintaining and adding new features.

Mr. Parker asked about the feasibility of having the computer labs located in the dorms. Dr. Ingle stated that he had envisioned a computer in every room but, frankly, had not thought about having the labs at the dorms and that it was an idea to consider.

All computers in the offices and labs on campus, as well as the new resident halls, are networked to this library system. Anyone in the world can access the campus network through the internet.

Mr. Lackey pointed out that the addition of the web-based library is a recruiting tool. It also enhances the student's ability to more effectively compete with graduate level studies and the employment market.

Dr. Ingle complimented the library staff for their very hard work, the excitement for their project, and their commitment to customer service.

Dr. Kane congratulated Dr. Ingle and the university on the impressive library presentation. The Board was delighted with this cutting-edge learning tool.

V. Committee Reports

Executive Committee

Nothing to report.

Academic Affairs Committee

Ms. Marks expressed her appreciation for Dr. Sara Sanders' presentation at the Distinguished Scholar Lecture. She felt that it was a beautiful and exciting moment in the history of Coastal Carolina University and will influence her in the days ahead. Mr. K. Smith also voiced his pleasure with the program. Dr. Ingle will have videos of the program available to the Board.

During the 1997 NEA's Representative Assembly in June, Ms. Marks was pleased that a Conway student, Ms. Anisa Kintz, received one of 14 Human and Civil Rights Awards presented to recipients throughout the United States who are fighters for social justice. Anisa worked with Coastal's Dr. Sally Hare to design and implement *Calling All Colors*, a conference

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about racism by and for children. From the publicity received at the original conference planned by Anisa, requests for information have resulted in the conference's replication in many other places around the country and the world.

As President of the South Carolina Education Association--Retired, Ms. Marks featured Anisa and her accomplishments in her monthly article in the September 1997 issue of **Emphasis**. Ms. Marks was exceptionally proud of Coastal and had copies of the **RA Today** and **Emphasis** available for the Board members.

After having reviewed the emeritus status candidates, Ms Marks stated that the Academic Affairs Committees recommends the following: Emeritus Professor status to Carolyn G. Cox and Wilbur L. Garland; and Distinguished Professor Emeritus status to Fred W. Hicks, III and S. Ballou Skinner. Mr. Anderson seconded. The motion carried.

Dr. Idoux reported on several items to the Board. He reported on the successful completion of the Academic Plan which is a part of Coastal's all-encompassing strategic plan for 2004. The new baccalaureate degree in Health Promotions was offered to students for the first time this fall. Coastal is entering into a partnership with MUSC and Francis Marion for a nursing degree program beginning Fall 1998. At least five of the twenty slots will be reserved for Coastal students who meet the requirements. More discussions are underway with MUSC involving other partnershiping opportunities in medical technology and physician's assistants programs. An agreement has been entered in with USC for an interdisciplinary master's degree in the natural and applied sciences beginning next fall. This program will be geared towards high school science teachers seeking graduate work in science as opposed to education.

The science program continues to grow at a fast pace, outgrowing classroom space. An additional manufactured home will be added near the Science Building. Last evening, the Horry County Higher Education Commission agreed to fund a \$100,000 genetics lab to be paid for in four \$25,000 payments.

The technology fee which was approved by the Board in June has resulted in upgrading computers, purchasing additional ones, purchasing updated software, and expanding the hours of operation in the two campus computer labs. Computers were also added and upgraded in the library for students to access the library web-site. In January, part of the technology fee will be allocated to career management development to establish a technology center for career advice and seeking jobs on-line.

The School of Business' final report has been submitted to AACSB for accreditation. The AACSB review team will be on campus in February. This is the study year for the School of Education's accreditation process. Next year will be the final report year with the review team coming in the spring of 1999.

Development & Alumni Affairs Committee

Dr. Kane reported that the committee was very pleased with Mr. Nagy's very thorough and informative meeting on October 16. The committee reviewed the purchase of a telemarketing

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program by the Foundation for the annual drive. Now tracking of alumni and annual drives will be much easier with 9,000 alumni in the database. Proposed guidelines for donor level giving were reviewed. Also discussed was Advancement's strategic plan. Not only were objectives set forth, but time lines have been developed to achieve them.

Mr. Nagy reviewed the Giving Report with receipts to date. The report shows that unrestricted giving is 41 percent behind last year; however, this only reflects through October 15 for 1997 compared to October 31 for 1996.

The \$2 million R. Cathcart Smith Campaign will be announced at the April Board meeting. The goal is to have a million dollars committed by the end of the calendar year during this quiet phase of the campaign. Campaign commitments to date are \$712,000 which includes the Horry County Higher Education Commissions' \$100,000 for the genetics lab.

The Giving Report indicates \$77,041.28 has been received with another 98 donors pledging an additional \$137,000 during the first quarter of this fiscal year. Other expectancies, including wills and insurance policies, will add another \$140,000. All totalled, over \$300,000 in funds have been received, pledged, or expectancies committed during the first quarter of this fiscal year.

Advancement is searching for ways to reduce the cost of raising a dollar which should be between 15 - 20 cents. Last year the cost was about 31 cents. It is hoped to lower the cost to 17 - 18 cents, indicating an efficient operation. The Campaign for Students only has a few remaining contacts to make prior to its closure within a short time.

In addition to cash gifts, Advancement is looking to find gifts-in-kind as well. The Jackson Company has donated a manufactured home for Coastal's use in the Extended Learning Program. These classes are geared primarily to the retirement community. A community developer sponsored a survey, which has been completed, to research the kinds of services retirees desire from Coastal. The group is also looking to provide Coastal with funds to completely rehabilitate the facility. HTC has verbally committed to provide monies to put computers in this facility. A vendor is being sought to provide the furniture.

In looking to the year 2004, Mr. Nagy added that a comprehensive campaign is needed to look to the future and more information will be forthcoming.

Planning & Fiscal Affairs Committee

Mr. K. Smith referred to two documents pertaining to updated budget figures after fall enrollment--"10" Funds Revenue Update and Projections, FY 97 & FY 98 and Expenditure Budget by Program, 1997-98. The numbers are better than projected because of the increased enrollment.

The Office of Enrollment Management would like to recognize two members of the Enrollment Management Team each year who exemplifies the highest level of employee performance and teamwork by awarding a \$100 cash award at the end of the Fall and Spring semesters. The Board is required by law to approve the criteria for an employee cash award.

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After review, the Planning and Fiscal Affairs Committee recommends that the Board of Trustees approve the criteria and funding for the Enrollment Team Spirit Award for classified employees. Ms. Harvin seconded, and the motion carried.

Last April, the Board reviewed Coastal's strategic plan for 2004 in a morning retreat. The suggested changes after the retreat and other minor changes have been made to the document. Mr. K. Smith stated that the Planning and Fiscal Affairs Committee recommends that the Board of Trustees accept and approve *A Journey of Excellence: Coastal Carolina University's Strategic Plan*, including the additional planning documents of: *Technology Plan*, *Enrollment Management Plan*, and *Academic Plan*. Mr. DuBard seconded, and the motion passed by acclamation.

As pointed out in the audit report received by each Board member from the State Auditor's office for the year ending June 30, 1996, an exception was made in regards to a University employee who does work for the Foundation. Representative Herbert Kirsh has written a letter dated September 22, 1997 inquiring what specific action will be taken to develop a reimbursement agreement between Coastal and the Foundation.

With respect to the issue of the Management Letter exception concerning reimbursement by the Coastal Educational Foundation, Inc. to the University for accounting services, Mr. K. Smith stated that the Planning and Fiscal Affairs Committee moved to recommend that the administration meet with the Coastal Educational Foundation, Inc. to develop a reimbursement policy and procedure, which conforms to the recommendations of the Director of State Audits to be applied retroactively to the beginning of the current fiscal year. Mr. Hudson seconded, and the motion carried.

A motion will be submitted to the Foundation for voting at their annual meeting on October 28 to reimburse a portion of the salary to the University. Dr. Ingle will then inform Representative Kirsh of the action taken.

Student Affairs Committee

After having met and discussed the addition of women's indoor track, Mr. Lyles stated that the Student Affairs Committee recommends this addition to Coastal athletics. Mr. Anderson seconded, and the motion passed.

Prior to the September 21 meeting, Mr. Egerton Burroughs requested four items for discussion in the committee, and assignments have been made. Mr. Sasser will address the addition of a crew team on Lake Marion; Dr. Squatriglia will report on on-campus fraternity and sorority housing; and Mr. Stan Godshall will review the Campus Master Land Plan with Mr. Burroughs as he was not on the Board when it was presented to the Board; and the final item was the feasibility of football at Coastal. Dr. Ingle stated that the administration is preparing a more complete study of the preliminary report on the feasibility of football which was presented to the Board in the spring.

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Mr. Brown moved to have Coastal Carolina University's administration investigate the feasibility of football and submit a report on football with recommendations to the Board of Trustees in the spring of 1998. At Mr. Anderson's second, the motion carried.

Mr. Brown asked the University to review other similar size universities and colleges in the state who have football. One of the largest sources of return to a university is alumni returning for homecoming and the events surrounding it. He also maintains that if Coastal cannot afford football, then eliminate it. He prefers not to have club football at all. Mr. Lyles added that the majority of the committee was in agreement that football should not be on a club level.

Ms. Harvin made reference to the cost of adding football to the athletic program and felt that perhaps an update of cost information which was presented to the Board last spring would be helpful to review. Dr. Ingle added that cost as well as Coastal's commitment to women's athletics and how it will affect gender equity is also a concern.

VI. Ad Hoc Committee Reports

Commemorate Mr. E. Craig Wall, Jr.

Mr. Johnson has conferred with members of the committee but would like to discuss some ideas during Executive Session.

ByLaws Review

Mr. Hudson stated that the committee has not met, but plans to meet prior to the next Board meeting. He solicited input from the Board members for suggestions for the bylaws.

VII. Chairman's Report

Mr. Anderson has been asked to represent the Board on the 1998 Founders' Day Committee.

Mr. F. Burroughs feels that the Board should have a retreat once a year and asked for suggestions of topics for discussion.

State laws states that if you have two unexcused absences from Board meetings, that technically you will be removed from the Board, however, "unexcused" needs to be defined. Perhaps it should be referred to the Executive Committee if someone is not attending. Mr. Burroughs asked for the members' input on this.

Mr. Brown feels that this is a very sensitive issue and should be approached cautiously. The only way any action should be taken is if there is flagrant absences.

VIII. Unfinished Business

None.

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IX. New Business

None.

X. Executive Session

Dr. Kane moved to go into Executive Session, seconded by Ms. Powers, and carried. Mr. F. Burroughs stated that no action was taken during Executive Session.

XI. Adjournment

Mr. Johnson moved to adjourn, Ms. Marks seconded, and passed.

Respectfully submitted by,


Juli S. Powers
Secretary