

AGENCY NAME:	Coastal Carolina University		
AGENCY CODE:	H17	SECTION:	16

**Fiscal Year 2016-17
Accountability Report**

SUBMISSION FORM

AGENCY MISSION	<p>The current Coastal Carolina University (CCU) mission statement appears below and, for the purpose of the CCU strategic planning process for 2016-2021, was deemed to be appropriate for guiding the institution for the next five years:</p> <p><i>Coastal Carolina University is a public comprehensive liberal arts institution that seeks to develop students who are both knowledgeable in their chosen fields and prepared to be productive, responsible, healthy citizens with a global perspective. To deliver on this commitment, Coastal Carolina recruits highly qualified and motivated students, faculty, and staff from the region, state, nation, and world to create a diverse and dynamic student-centered learning environment.</i></p> <p><i>Because Coastal Carolina embraces the teacher-scholar model, it places primary emphasis on high quality teaching and engaged learning, and it supports faculty research, creative activities, and expert collaboration in the community, state, nation and world. This focus enables faculty and staff to mentor students in collaborative research, creative opportunities, and internships. To nurture this active learning community, Coastal Carolina maintains a broad range of contemporary technologies, programming, support services, and innovative course offerings and delivery methods. The result is alumni who are well prepared for professional careers or graduate programs in their chosen fields and who continue to be connected to Coastal Carolina.</i></p> <p><i>Inspired by its founding in 1954 to serve the educational needs of the region, Coastal Carolina has a tradition of a strong liberal arts core. As such, Coastal Carolina commits its resources to building undergraduate and graduate degree programs of national and/or regional significance in the arts and sciences, business, humanities, education, and health and human services. Coastal Carolina fully embraces its leadership role as a regional center of economic and intellectual resources, lifelong learning, cultural and recreational opportunities, and athletic programs.</i></p> <p><i>As Coastal Carolina executes this mission, it recognizes its responsibility to be a role model to the community and to the professions by assuring fair and honest treatment of people with whom it interacts and sustainable stewardship of resources entrusted to it, adopting the highest standards of</i></p>
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	<p><i>integrity and accountability, and in committing itself to excellence through continuous assessment and improvement.</i></p>
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AGENCY VISION	<p>To become the public comprehensive university of choice in South Carolina.</p>
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Please state yes or no if the agency has any major or minor (internal or external) recommendations that would allow the agency to operate more effectively and efficiently.

RESTRUCTURING RECOMMENDATIONS:	None
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Please identify your agency's preferred contacts for this year's accountability report.

	<u>Name</u>	<u>Phone</u>	<u>Email</u>
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I have reviewed and approved the enclosed FY 2016-17 Accountability Report, which is complete and accurate to the extent of my knowledge.

AGENCY DIRECTOR (SIGN AND DATE):	Signature available on original
(TYPE/PRINT NAME):	Dr. David A. DeCenzo

BOARD/CMSN CHAIR (SIGN AND DATE):	Signature available on original
(TYPE/PRINT NAME):	Mr. William S. Biggs

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AGENCY’S DISCUSSION AND ANALYSIS

Coastal Carolina University (CCU) is a dynamic, public comprehensive liberal arts institution located in Conway, S.C., just minutes from the resort area of Myrtle Beach. CCU is accredited by the Southern Association of Colleges and Schools Commission on Colleges (SACSCOC) and offers 73 baccalaureate degrees, 17 master's degrees including accountancy, business administration, education, liberal studies, marine and wetland studies, sport management, and writing, and two educational specialist degrees in educational leadership and instructional technology. CCU’s doctoral program, the Ph.D. in Marine Science: Coastal and Marine Systems Science has been offered since Fall 2014. The CCU Fall 2016 combined undergraduate and graduate student enrollment was 10,479; the Fall 2017 preliminary enrollment stands at 10,539 students.

CCU comprises 115 main buildings on 633 acres including the Coastal Science Center and the Burroughs & Chapin Center for Marine and Wetland Studies, located on the East Campus in the Atlantic Center on U.S. 501, and the General James Hackler Golf Course at CCU, a public 18-hole golf facility located adjacent to the campus. A 1,105-acre tract, including a portion of Waties Island, provides a natural laboratory for extensive study in marine science and wetlands biology on an Atlantic coast barrier island. In addition to its primary campus, CCU also offers courses at the Myrtle Beach Education Center and in Litchfield and Georgetown, SC.

CCU’s focus is to differentiate itself from the other comprehensive higher education institutions in South Carolina and to establish a reputation for providing excellent value and outstanding quality in educational programming. During the 2015-2016 academic year, CCU was engaged in the process of developing a new strategic plan. To develop a new strategic plan, the president established a stakeholder-engaged process to design a new strategic plan to guide the institution through 2016-2021. This process began in August 2015; the new plan was endorsed by the Staff Council, Student Government Association, Faculty Senate, and the University Board of Trustees in August 2016. The implementation of High-Impact Engagement: The Coastal Carolina University 2016 - 2021 Strategic Plan began August 2016.

Strategic plan goals include supporting high impact educational practices for all students. A Strategic Planning Steering Committee, appointed by the president, led the process through evaluating external opportunities, threats, internal strengths, and weaknesses. The strategic plan’s key strategies were identified through this process. Task forces comprised of 69 members of the CCU community worked to identify goals and objectives to advance action on each of the strategies. After a review of the commitments noted within the CCU mission and values statement, and a comprehensive assessment of external trends, internal strengths and weaknesses, and practices and positions of peer and aspirant institutions, the Strategic Planning Steering Committee identified the following key strategy statements:

- Academic Excellence and Instructional Quality
- Student Excellence
- An Engaged Staff and Faculty
- Accessibility, Inclusion, Diversity
- The CCU Story
- Financial Stability and Infrastructure

Once the strategic plan was developed with strategies, goals, and objectives, the Executive Council and President’s Council evaluated and accepted accountability for action on the plan’s goals and objectives. The

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Strategic Planning Steering Committee then evaluated current CCU practice and made recommendations adjusting the planning, budgeting, assessing, timelines and processes institution-wide.

In fiscal year 2017, as in previous years, the financial activity continues to revolve around reconciling and accounting for state appropriations, tuition and fees, sales and services, and various gifts and grants, which make up the sources of funding for operations. Total revenues reported in fiscal year 2017, were \$220,962,999. Student tuition and fees make up 60% of that revenue, or \$133,229,383. Sales and services were 15% or \$33,591,406, gifts and grants are 9% or \$19,132,025, and state appropriations accounted for 6% or \$12,897,108. Smaller gifts, grants and other miscellaneous revenues accounted for the remaining 10% of revenues recognized this fiscal year.

A financial highlight for fiscal year 2017, includes the University’s transition to the Sun Belt Conference, a NCAA Division I collegiate athletic conference with membership primarily in the southeastern United States. The move will allow the University’s football team to participate in the Football Bowl Subdivision (FBS). As a NCAA requirement, FBS schools must average 15,000 in attendance per game. In order to meet that requirement, the University issued \$22.4 million in revenue bonds to expand Brooks Stadium from approximately 10,000 seats to 20,000 seats. The stadium expansion is scheduled to be completed in fiscal year 2019.

The University continues to lobby for additional funding in the form of State appropriations. In fiscal year 2017, the state approved an appropriation of \$12,897,108, which included \$150,000 in additional funding for the purchase of atmospheric and soil moisture weather stations for operations being conducted by the Center for Marine and Wetland Studies. In addition to operational funding the State awarded \$100,000 in capital monies in support of the Brooks Stadium Expansion project. The University also received appropriations from both Horry and Georgetown Counties in the amount of \$257,759 and \$147,000, respectively. These funds give the University the ability to take on specific projects in the interest of citizens of those counties so that they may benefit from the proximity of the University community.

The University is committed to financial viability and managed growth. The total Fall 2016 undergraduate enrollment was 9,747, representing a 1.4 percent (132 students) increase over the previous fall and a 14.4 percent increase since the Fall 2011 enrollment of 8,517. Total full-time equivalency (FTE) enrollment for Fall 2016 undergraduates was 9,535 representing a 1.1 percent growth over the previous fall and an 12.8 percent growth since Fall 2011 from a total undergraduate FTE of 8,455.

In Fall 2017, the tuition for an in-state undergraduate was set at \$5,600 per semester while out-of-state undergraduate tuition was \$12,936 per semester. The increases were 2.98 percent and 2.99 percent, respectively, both were under the 4 percent recommended by the state legislature. CCU’s in-state rate continues to fall below the average rate of higher education offered by South Carolina public institutions with a similar mission. As a result of strategic tuition increases combined with total enrollment growth, net revenue generated by tuition and fees increased by \$4.8 million, or 4 percent.

Risk Assessment and Mitigation Strategies – A failure of the University to accomplish its mission and goals could result in the institution not maintaining and improving the quality of the student experience. The University’s stakeholders continue to expect quantifiable results and transparent reporting of student retention, graduation rates, and career readiness. As accountability from the stakeholders increases and funding declines, operational efficiencies and cost management become key to a University accomplishing its mission and goals of providing a quality student experience. With the implementation of the 2016-2021 strategic plan comes an ever stronger

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commitment from the University to accomplish its mission and goals. The University Committee on Strategic Management will oversee the implementation of the new strategic plan as is charged as follows:

- Annually review the progress on strategic plan, identify and evaluate appropriateness of key strategies, goals and objectives with mission of the institution
- Biennially review the vision and mission of the institution to identify whether, and how, it should be changed
- Develop a “Progress on the Plan” report that will incorporate all institutional assessment reports related to strategic planning and present to the University community no later than mid-September of each year for the previous fiscal year
- Coordinate action on strategic initiatives across and between layers within the institution, while respecting a clear communication process and the charges of each of the respective entities and committees
- Recommend to the University president changes in or challenges to the University vision, mission, strategic priorities or goals, and/or changes in the process or timing of implementation of the plan
- Review and base indicators and reporting on peer, aspirant and other competing institutions
- Coordinate with South Carolina Commission on Higher Education, SACSCOC, and other bodies or entities, as appropriate, to provide required information on strategic planning

The strategic planning, assessment, and budgeting process allows the University to respond to present and future initiatives with flexibility and with the innovative approaches that are required due to limited resources. Planning for the future and accomplishment of strategic objectives are paired with annual fundraising events and long-term campaigns. The strategic planning process focuses on the development of strategic priorities which guide resource allocation.

Three options for what the General Assembly could do to help resolve the issue of not maintaining the quality of the student experience are as follows:

1. Disburse equitable funding on a per in-state student basis to allow each student to benefit from the same amount of state financial support regardless of which institution they attend.
2. Minimize reporting requirements which will allow the institution to focus on maintaining and improving the quality of the student experience.
3. Restrict the use of state funded scholarships to public institutions only. South Carolina allowed \$48.8 million in state lottery funded scholarships within the 2012-2013 academic year to be spent at private institutions. By restricting these funds to be used at public institutions, enrollment at those institutions could increase providing economic benefit to the receiving institution. Any unused lottery funded scholarship money could be distributed equitably among the institutions to be applied toward the cost of educating the in state students.

Restructuring Recommendations – CCU does not have any restructuring recommendations at this time.

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Goals, Strategies, and Objectives

Goal 1 – Education, Training, and Human Development: Prepare students for professional careers and lifelong learning and service

Strategy 1.1 - Academic Excellence and Instructional Quality - Foster academic excellence through a teacher-scholar model with enhanced and supported effective teaching and scholarly/creative endeavors, expanded learning opportunities, and engagement of all campus community members.

Objective 1.1.1 - Develop and implement a more comprehensive system for evaluating teaching effectiveness by June 2018.

CCU Strategic Objective 1.1.1 - The University will develop and implement a more comprehensive system for evaluating teaching effectiveness that includes student evaluations and other inputs by June 2018.

Result – A taskforce of faculty is currently in the process of analyzing a second round of pilot data to develop a psychometrically sound instrument for evaluating teaching effectiveness. A separate taskforce of faculty has been charged with proposing potential other inputs that would contribute to a more comprehensive system for evaluating teaching effectiveness.

Activities –

- During the Fall 2016 semester, an adhoc faculty taskforce was convened to engage in developing a psychometrically sound measurement instrument of student evaluations of teaching. The taskforce identified dimensions of the teaching effectiveness construct and explored existing instruments to determine if there was a pre-existing measure. It was determined that in order to measure the construct as linked to the mission of CCU, we would have to create a new measurement instrument. The taskforce identified items related to each dimension.
- During the Summer I semester, the 38 items were piloted in classes taught by 31 faculty members. After the initial pilot, results were reviewed using Exploratory Factor Analysis and the number of questions for the second pilot period (Summer II) was reduced to 21 questions. Results from the second pilot will be analyzed during the Fall 2017 semester and a new course evaluation survey tool will be developed.
- Concurrently, during Spring 2017 a separate taskforce of faculty was charged with proposing potential other inputs that would contribute to a more comprehensive system for evaluating teaching effectiveness.

Objective 1.1.2 – Develop a more comprehensive process to evaluate timely degree completion and student success by July 2017.

CCU Strategic Objective 1.4.2 – The University will develop a more comprehensive process to evaluate and facilitate timely degree completion and student success in all academic programs to enhance the student profile and support quality in the admissions standards by July 2017.

Result – During the 2017-18 academic year, benchmarks will be established identifying targeted 6-year graduation rates for students in each of the five colleges. CCU will track program completers in each degree program with a goal of increasing 6-year graduation rates at least 2% per year with a five-year total of 10%.

Activities –

- Based on the current and targeted 6-year graduation rates, each college will develop a plan with strategies to implement in order to meet the targeted graduation rates.
- Degree in Three is an accelerated undergraduate program to help students earn a bachelor’s degree in a shorter amount of time.

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Objective 1.1.3 - Increase undergraduate student FTE population by 5% over the 2015-2016 by July 2019.

CCU Strategic Objective 1.4.5 - The University will support high-quality innovative programs and curricula aligned with student demands, accreditation and standards expectations, regulatory requirements, and supportive professional preparation such that the CCU graduate student FTE population can reach 18 percent of the student population and the *CCU undergraduate student FTE population can increase by 5 percent over 2015-2016* by July 2019.

Result – This objective is part of the new strategic plan being implemented in 2016-2017. The total Fall 2015 undergraduate FTE was 9,435, while the total Fall 2016 undergraduate FTE was 9,535. This represents an increase of 1.1% in undergraduate student FTE from Fall 2015 to Fall 2016.

Activities - CCU engaged in a series of high-quality innovative programs and curricula to increase undergraduate student enrollment as follows:

- Recruitment of students for the CCU Honors Program which is designed for highly motivated and academically-gifted students.
- Recruitment for the Coastal Excellence and Leadership (CEaL) program.
- Holding Discovery Days for prospective students and their families.
- Offering CCU’s Top Ten Guarantee which guarantees admission to all students who graduate in the top 10 percent of their South Carolina high school class. Requirements include a completed application, official high school transcript showing class rank and official standardized test scores. Those students who meet all admission requirements will be guaranteed admission regardless of the standardized test score.
- Providing more desirable housing and dining options for students.

Objective 1.1.4 - Increase graduate student FTE to 18% of the student population by July 2019.

CCU Strategic Objective 1.4.5 - The University will support high-quality innovative programs and curricula aligned with student demands, accreditation and standards expectations, regulatory requirements, and supportive professional preparation such that the *CCU graduate student FTE population can reach 18 percent of the student population* and the CCU undergraduate student FTE population can increase by 5 percent over 2015-2016 by July 2019.

Result – This objective is part of the new strategic plan being implemented in 2016-2017. The total Fall 2015 graduate student FTE was 346, which represented 3.5% of the total FTE enrollment for Fall 2015. The total Fall 2016 graduate student FTE was 399, which represented 4.0% of the total FTE enrollment for Fall 2016.

Activities –

- During the 2016-2017 academic year, CCU began offering the following new graduate degree program:
 - M.Ed. in Instructional Technology
- The following programs are seeking approval for implementation in Fall 2018 or Fall 2019:
 - M.A. in Communication
 - M.S. in Integrative Biology
 - M.A. in Music Technology
- Beginning Spring 2017, CCU began offering eligible school district personnel in Horry and the five surrounding counties the opportunity to register for graduate level coursework taught through the Spadoni College of Education at a payment rate of 40% of stated graduate tuition.

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Strategy 1.2 – Student Excellence - Promote an educational environment that engages students to develop knowledge, learn and apply skills, and act as responsible, healthy and productive citizens with a global perspective.

Objective 1.2.1 - Assess opportunities to improve the student experience and take action to address them on an annual basis.

CCU Strategic Objective 2.1.1 - The University will assess opportunities to improve the student experience and take action to address them on an annual basis by December 31, 2017.

Result – During the 2016-17 academic year unique student opportunities were offered in the form of undergraduate research, internships, and student engagement.

Activities –

Undergraduate Research

- The University hosted the annual Undergraduate Research Competition. Students majoring in biology, theatre arts and marine science took first place honors.
- More than 100 presentations were delivered by students from 22 majors representing all five of CCU’s academic colleges.

Internships

- Internship courses were offered in most of the University’s 73 undergraduate majors.
- In Fall 2017, the University is adopting Handshake, a new electronic job/internship posting software platform that is intended to simplify the process of connecting students with employers.

Student Engagement

- Nearly 600 students worked throughout the Fall 2016 semester gathered donations to fill more than 300 backpacks with school supplies, clothing, and toys for the children of Fostering Hope.
- CCU’s student team to the 2016 South Carolina Student Legislature in Columbia, SC, was named the best large delegation at the annual competition.

Meeting and Study Space for Students On-Campus

- New residence halls and classroom buildings were recently constructed and provide students with more study and meeting space.

Objective 1.2.2 – Require all students to participate in one of the specified types of experiential learning, for course credit, by August 2018.

CCU Strategic Objective 2.1.3 – The University will require all students to participate in one of the following types of experiential learning (for course credit): undergraduate research, internship, service learning, study abroad or special design projects, and the University will explore alternative noncredit experiences to support the experiential learning focus by August 2018.

Result – The faculty senate presented a motion which was passed (36 in favor, 18 not in favor, 0 abstained) in which student participation in Experiential Learning (EL) would now be a graduation requirement beginning in Fall 2018. During the 2016-17 academic year, 498 EL courses were offered with 6,220 students enrolled.

Activities –

- During the 2016-17 academic year the Experiential Committee convened to determine whether it would be advantageous to CCU students for an EL graduation requirement be instituted. Research was conducted including similar requirements being instituted at other universities. This information

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was presented to the Faculty Senate and the motion passed to require all CCU undergraduate students to complete at least one designated EL course at the 200 level or above in order to graduate. Approved EL courses are designated with a “Q” in the section number and include undergraduate research, internship, service learning, study abroad, creative works, and approved special design EL project courses.

Objective 1.2.3 – Increase international student enrollment to 3% of total student enrollment by January 2019.

CCU Strategic Objective 2.4.5 - The University will increase international student enrollment to a minimum of 3 percent of the CCU student population by January 2019.

Result - A total of 202 international students were enrolled in Fall 2016, representing a 13.5% increase over the Fall 2015 enrollment of 178.

Activities –

- The international agent bid posted on the University’s Procurement website has received additional bids from agents, and made new awards to two new recruitment agents, enhancing the recruitment outreach of Coastal Carolina University.
- New agent training programs and processes have been developed to support greater yield of talented students in the next year.
- Specific programming was advanced for citizens of Aruba and Taiwan to attend CCU at in-state rates.
- A new process for applications from University Admission Services (UAS), the ELS Language Center recruiting network, is being outlined for ease and efficiency.
- A proposal has been submitted to allow ELS students to be considered for merit awards based on their completion of ELS Level 110 or Level 112 and their acceptable high school and post-secondary GPAs. Current requirements for consideration for a merit award include either TOEFL or IELTS scores.
- Improved communication planning and outreach to individual students led to a reduction in the amount of pending applications, and increased conversion to admitted among students.
- The website for international admissions areas was evaluated and significant changes were made to support a more effective navigation for potential international students.
- English language requirements were broadened, and processes were streamlined to enhance the expediency of decision making on international student applications.
- The assistant director for international recruitment and admissions resigned, a search was conducted and a new colleague brought in to lead this effort in May 2017.
- A new partnership was signed with a community college in the Midwest to enhance transfer of international students who have completed associates’ degrees.
- Providing international students with housing and dining options

Strategy 1.3 – An Engaged Staff and Faculty - Foster a community of engaged and qualified staff and faculty by providing them with resources, opportunities for professional development, recognition of their contributions and successes, and personal enrichment.

Objective 1.3.1 – Advance a campus-wide approach to professional development by December 2018.

CCU Strategic Objective 3.1.5 - The University will advance a campus-wide approach to professional development by December 2018.

Result – As of March 2017, 210 University employees attended Best Practices, 211 University employees attended Training Institute’s Best Practices, and 378 University employees attended the Training Institute’s

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Professional Development Sessions. Additionally, over 200 participants have participated in the new Training Institute since implementation.

Activities –

- Training Institute participants provided answers to personal enrichment scenarios and questions through email and Facebook posts.
- The Administrative Support Network (ASN), now known as the Support Network for Administrative Professionals (SNAP), was reformed based upon annual survey results.
- Implemented a Training Institute for Emerging Leaders.
- Training for academic program leaders

Objective 1.3.2 – The University will refine its process to support professional development and institute a reward program by December 2019.

CCU Strategic Objective 3.1.6 - The University will refine its process to support professional development and institute a reward program that recognizes achievement in professional development that benefits the University’s mission by December 2019.

Result – In an attempt to recognize employees for their professional pursuits, salary increases/bonuses may be granted for the receipt of applicable certificates, licenses, and degrees. Examples of these professional pursuits include:

- Educational Certificate - Field Education Certification, Advanced Field Education Certification
- Professional Certification - General Professional Certification, Advanced Professional Certification, Specialty Professional Certification
- Professional Licensures
- Degree Programs – Associate’s Degree, Bachelor’s Degree, Master’s Degree, Education Specialist, Doctoral Degree

Activities –

- A Professional Development Compensation Plan has been created that outlines the various types of professional pursuits including advanced education, training, certification, etc. that could lead to a monetary award.
- The University provides retirement and health care packages which helps in recruiting faculty and staff.

Objective 1.3.3 – The University will review and adjust the hiring process to ensure greater efficiency by December 31, 2017.

CCU Strategic Objective 3.3.1. - The University will review and adjust the hiring process to ensure greater efficiency by December 31, 2017.

Result – The RFP process resulted in no award. During 2017-18, the department is currently exploring other opportunities to ensure greater efficiencies in the hiring process.

Activities –

- During FY 2016-17, the Office of Human Resources and Equal Opportunity (HREO) developed a comprehensive Request for Proposal (RFP) for a new applicant tracking system (ATS), which includes an electronic onboarding process. Due to the magnitude of the procurement and associated costs this referred to the State of South Carolina Procurement Office to manage the solicitation.

Strategy 1.4 – Accessibility, Inclusion, Diversity - Engage students, faculty, staff and the greater community in a partnership of learning grounded in the liberal arts, based on respect for diversity and inclusion.

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Objective 1.4.1 – The University will hire a chief diversity and inclusion officer and develop a Diversity Council by December 2017.

CCU Strategic Objective 4.2.1 - The University will hire a chief diversity and inclusion officer and develop a Diversity Council that advances a campus-wide Diversity and Inclusion Plan to assess visible and invisible barriers and establish a system to enable the University to operate as an inclusive institution by December 2017.

Result - The University has convened a search committee including faculty, staff and students to identify the Chief Diversity and Inclusion Officer.

Activities – The University initially launched a search for a Vice President for Diversity and Inclusion in December 2016. A re-alignment of roles at the University resulted in this search being aborted. A revised position that will serve as the chief diversity and inclusion officer, Assistant Vice President for Diversity and Inclusion, was launched again in July 2017. The search committee is currently reviewing applicants to identify candidates to move forward in the interview process. The search plan includes identifying a successful candidate and extending an employment offer by December 2017.

Goal 2 – Public Infrastructure and Economic Development: Support University excellence by ensuring appropriate resources and infrastructure for its long-term viability

Strategy 2.1 – The CCU Story - Effectively communicate the goals, successes, contributions and needs of our University, students, faculty, staff and alumni.

Objective 2.1.1 – Complete a comprehensive communication climate survey with staff, faculty, students, and administration by December 2016.

CCU Strategic Objective 5.3.1 - The University will complete a comprehensive communication climate survey with staff, faculty, students and administration to determine strengths and weaknesses and priorities for information sharing by December 2016.

Result – Over 3,307 responses were received between two administrations of the Communication Climate Survey.

Activities –

- University Communication worked with the Office of Institutional Research to develop a two part survey designed for responses from faculty, staff and students. The survey was distributed through CCU's social media channels in February 2017.
 - Survey 1 identified the communication topics most important to each group, and also established the preferred communication channels for all topics and for the preferred communication channels by topic for each stakeholder group.
 - Survey 2 used the information gathered in Survey 1 as the basis to gauge satisfaction of current communication. Respondents also identified the most critical areas needing improvement and provided suggestions for improvement.
- Communication Climate Survey results will be provided to the Communication Working Group, as defined in the Strategic Plan, to be utilized for the identification and targeting of ongoing areas of campus communication training and improvement of communication practices.
- University Communication will also coordinate with the Office of the President and Office of the Provost to assist in presenting the key outcome of the internal communication survey, possibly to be presented at CCU Board of Trustees, General Faculty and General Staff meetings.

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Objective 2.1.2 – Develop an intranet that enables sharing of best practices and critical information by December 31, 2017.

CCU Strategic Objective 5.3.2 - The University will develop an intranet that enables a sharing of best practices, and compilation via links of all current and archived agendas, minutes, notes and presentations made by committees, boards, etc., on campus to serve as a one-stop archival location for University staff and faculty to seek out clear and accurate reporting on campus activities and decisions, and dissemination of critical and operational information while providing the opportunity for feedback and questions by December 31, 2017.

Result – Portal solution identified and in place; the position was advertised and a full time Administrator was hired as of February 2017.

Activities –

- A portal has been developed to serve as a base for customization. This portal allows for parts to be modified, added, or removed.
- A Statement of Work (SOW) has been issued and professional services have been requested from Ellucian to assist with future customizations, enhancement and administration of the portal.
- Stakeholders’ feedback will be solicited in September of 2017.
- Faculty, staff and student portals will be created and soft-launched by November 2017.
- CCU Knowledge Exchange, an online thinking community, was introduced by the Provost’s Office. The intent of this online community is to allow a large number of individuals to collaborate on shared concerns, using social community mechanisms to elucidate the best solutions.

Strategy 2.2 – Financial Stability and Infrastructure - Support University excellence by ensuring appropriate resources and infrastructure for its long-term viability with a strong focus on fiscal accountability, transparency, planning, fundraising and innovative outreach activities.

Objective 2.2.1 - Increase the number of grant applications 30% by July 2019.

CCU Strategic Objective 6.1.3 - The University will broaden the range and number of grant applications to increase revenue support of program activities across the University by July 2019.

Result - The number of grant applications submitted in 2016-2017 was 96, an increase of 20% from 2015-2016 submissions.

Activities – In order to increase the number of grant applications the Office of Sponsored Programs and Research Services worked to:

- Improve support services for faculty and staff
 - Continue to add resources to the OSPRS website.
 - Continue to provide trainings and individual assistance to faculty and staff.
 - Continue to provide ever-increasing levels of support in the preparation of proposals for faculty and staff to free them to focus on the technical merit of proposals.
 - Continue to provide regular listings of available opportunities specific to disciplines in all colleges.
 - Continue to build on relationships with local, state, federal and foundation sponsors to learn of opportunities early and often.
 - Continue to engage with the business community and local innovation centers to find collaboration opportunities for research and development.
 - Assume additional responsibilities for internal grants at CCU as well as external sponsored programs to help faculty and staff to be more comfortable and familiar with the process and engage more to continue their grant seeking.

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- Physically move the office to provide more access to team members and communal space for working on proposals or awards.
- Provide more incentive for faculty to engage in sponsored programs and research
 - Continue to have recognition programs and events to celebrate all successes for faculty and staff.
 - Work closely with Philanthropy to enhance opportunities for both sponsored and donated funds from sponsors.
 - Provide additional guidance on budgeting and internal rules to ensure faculty and staff are compensated for additional sponsored program and research activities.
 - Continue to provide training and resources devoted to the understanding and pursuit of intellectual property-related works for the benefit of both the faculty/staff and university.

Objective 2.2.2 - Increase the University endowment by a minimum of \$20,000,000 by 2020.

CCU Strategic Objective 6.1.4 - The University will increase its endowment by a minimum of \$20,000,000 by 2020.

Result – Endowments to CCU totaled \$33,444,541 for the FY 2015-2016. In order to achieve the strategic goal of increasing the University endowment by a minimum of \$20,000,000 by 2020, the annual increase in funds would be \$5,000,000. The target endowment for FY 2016-2017 was \$38,444,541 and the actual endowment was \$39,423,195 which allowed CCU to successfully reach its goal for this time period.

Activities –

- Continuation of the major endowment campaign, "I'M IN", was publicly launched during an on-campus gala in April 2016.
- Giving Teal Tuesday (Tuesday, November 29, 2016) – CCU joined the multitude of organizations world-wide that were seeking to raise as much money as possible from supporters over the 24-hour period that was deemed “Giving Tuesday”. This fund raiser will be an annual event.
- TEAL 1000 – This initiative is aimed at engaging local business to provide \$1,000 per year in support of scholarships for students from Horry and Georgetown counties.
- Alumni Direct Mailing Solicitation (Spring 2017) – This targeted mailing was distributed to all current alumni of record, segmented by college with a communication from each of the deans to his/her alumni.
- Women in Philanthropy and Leadership – Scheduled luncheons and the annual Women’s Leadership Conference & Celebration of Inspiring Women (February 2017).
- Alumni Relations – Fall 2017 football TEAL-gates, the Alumni Brick campaign, and the Boots ‘n Bronze event held in Conway (March 2017).

Objective 2.2.3 - Implement an aligned model of planning, budgeting and assessment by June 2017.

CCU Strategic Objective 6.2.1 - The University will implement an aligned model of planning, budgeting and assessment that enables more timely continuous improvement activities by June 2017.

Result – A budget template has been developed was added to the annual assessment planning and reporting process in Campus Labs software. Departments will be able to describe the project they are requesting funds for, describe the goal in successful implementation, the project assessment, and the amount of funding required. All projects should have focus on student success.

Activities –

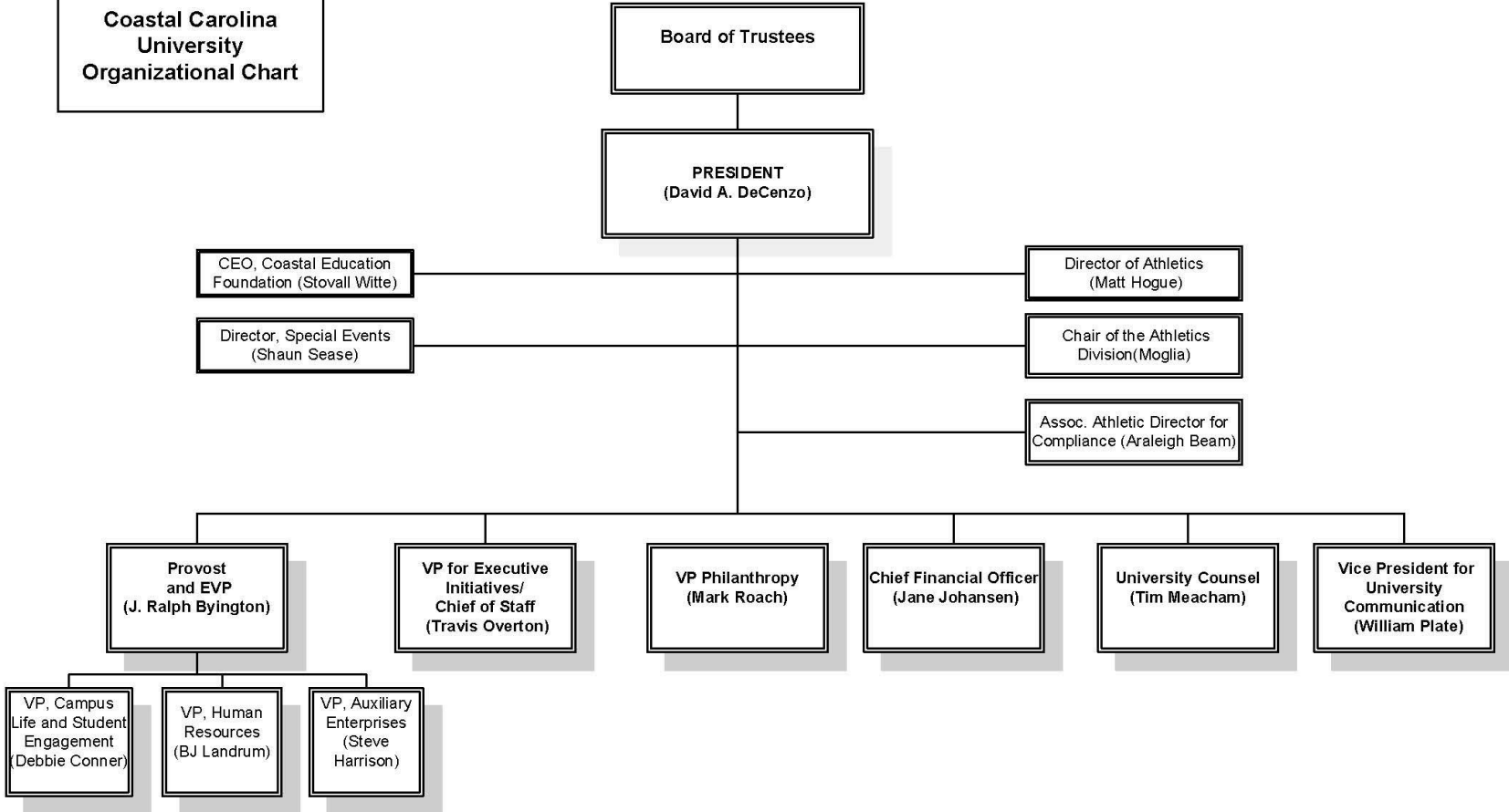
- With the implementation of the new strategic plan, a new process was implemented for a campus-wide annual budgeting and assessment cycle. The process for the new annual budgeting and assessment cycle is detailed below:

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- The annual assessment and budgeting cycle will be adjusted to request completion of preliminary annual plans for the upcoming year by March 1. By no later than March 15, each budget officer will submit his/her budget request that denotes both baseline requests and additional requests (tied to specific strategic planning goals and objectives). By June 30 (or as soon as feasible given Board of Trustee financial plan approval), the units will be informed of their budget distribution (with a holdback of all base allocated budgets until student enrollment is clear in the fall and the review of accomplishment on strategic objectives and goals can be completed). By July 31 annually, all unit-level assessment reports are due. All of the requests done in the budget template will be reviewed at the executive level for funding of the project.

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**Coastal Carolina University
Organizational Chart**



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Fiscal Year 2017-2018
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Strategic Planning Template

Type	Goal	Item # Strat	Object	Associated Enterprise Objective	Description
G	1			Education, Training, and Human Development	Prepare students for professional careers and lifelong learning and service
S		1.1			Academic Excellence and Instructional Quality
O			1.1.1		1.1.1 Develop and implement a more comprehensive system for evaluating teaching effectiveness by June 2018
O			1.1.2		1.4.2 Develop a more comprehensive process to evaluate timely degree completion and student success by July 2017
O			1.1.3		1.4.5 Increase undergraduate student FTE population by 5% over 2015-16 by July 2019
O			1.1.4		1.4.5 Increase graduate student FTE to 18% of the student population by July 2019
S		1.2			Student Excellence
O			1.2.1		2.1.1 Assess opportunities to improve the student experience and take action to address them on an annual basis
O			1.2.2		2.1.3 Require all students to participate in one of the specified types of experiential learning, for course credit, by August 2018
O			1.2.3		2.4.5 Increase international student enrollment to 3% of total student enrollment by January 2019
S		1.3			An Engaged Faculty and Staff
O			1.3.1		3.1.5 Advance a campus-wide approach to professional development by December 2018
O			1.3.2		3.1.6 The University will refine its process to support professional development and institute a reward program by December 2019
O			1.3.3		3.3.1. The University will review and adjust the hiring process to ensure greater efficiency by December 31, 2017
S		1.4			Accessibility, Inclusion, Diversity
O			1.4.1		4.2.1 The University will hire a chief diversity and inclusion officer and develop a Diversity Council by December 2017
G	2			Public Infrastructure and Economic Development	Support University excellence by ensuring appropriate resources and infrastructure for its long-term viability
S		2.1			The CCU Story
O			2.1.1		5.3.1 Complete a comprehensive communication climate survey with staff, faculty, students, and administration by December 2016
O			2.1.2		5.3.2 Develop an intranet that enables sharing of best practices and critical information by December 31, 2017
S		2.2			Financial Stability and Infrastructure
O			2.2.1		6.1.3 Increase the number of grant applications 30% by July 2019
O			2.2.2		6.1.4 Increase University endowment by a minimum of \$20,000,000 by 2020
O			2.2.3		6.2.1 Implement an aligned model of planning, budgeting, and assessment by June 2017

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Performance Measurement Template

Item	Performance Measure	Last Value	Current Target Value	Current Value	Future Target Value	Time Applicable	Data Source and Availability	Calculation Method	Associated Objective(s)	Meaningful Use of Measure
1	Teaching effectiveness plan	N/A	N/A	N/A	N/A	June 2018	N/A	N/A	1.1.1	A taskforce of faculty is currently in the process of analyzing a second round of pilot data to develop a psychometrically sound instrument for evaluating teaching effectiveness. A separate taskforce of faculty has been charged with proposing potential other inputs that would contribute to a more comprehensive system for evaluating teaching effectiveness.
2	Degree completion and student success	42.7%	44.7%	41.7%	52.7%	July 2017	Completion reports created internally and data submitted to the South Carolina Commission on Higher Education (SCCHE) and the Integrated Postsecondary Education Data System (IPEDS)	6-year graduation rate of first-time, full-time freshmen	1.1.2	CCU will track program completers in each degree program with a goal of increasing 6-year graduation rates at least 2% per year with a five-year total of 10%.
3	Undergraduate student enrollment	9,435	9,529	9,535	9,906	July 2019	Enrollment reports created internally and data submitted to SCCHE and IPEDS	Number of undergraduate students registered the fall semester in credit bearing courses.	1.1.3	CCU will continue to offer innovative programs and curricula to increase undergraduate student enrollment.
4	Graduate student enrollment	346	358	399	408	July 2019	Enrollment reports created internally and data submitted to SCCHE and IPEDS	Full-time enrollment (FTE)	1.1.4	CCU will continue to offer new graduate degree programs to satisfy student demands and increase graduate student enrollment.
5	Student experience participation	N/A	N/A	N/A	N/A	Dec. 2017	N/A	N/A	1.2.1	CCU will continue to offer unique student opportunities in the form of undergraduate research, internships, and student engagement.
6	Experiential learning participation	4,989		6,220		Aug. 2018	Enrollment reports created internally and data submitted to SCCHE and IPEDS	Number of students (duplicated) enrolled in EL courses	1.2.2	During the 2016-17 academic year, 498 EL courses were offered with 6,220 students enrolled.
7	International student enrollment	178	239	202	307	Jan. 2019	Elucian Enterprise System – demographic indicator of home country	Number of students registered during the academic year and with a citizenship outside the United States	1.2.3	CCU will continue to offer innovative programs and partnerships to increase international student enrollment.
8	Professional development advancement	N/A	N/A	N/A	N/A	Dec. 2018	Attendance reports maintained by the unit facilitating the faculty and staff training	Number of faculty and staff attending the support and training sessions	1.3.1	CCU will continue to offer professional development opportunities for faculty and staff.
9	Professional development awards	N/A	N/A	N/A	N/A	Dec. 2019	N/A	N/A	1.3.2	CCU will continue to consider and offer initiatives such as salary increases/bonuses for the receipt of applicable certificates, licenses, and degrees.
10	Hiring process efficiency	N/A	N/A	N/A	N/A	Dec. 2017	N/A	N/A	1.3.3	The Office of Human Resources and Equal Opportunity will continue to solicit bids through the Request for Proposal (RFP) process for a comprehensive applicant tracking system.
11	Chief diversity officer hiring	N/A	N/A	N/A	N/A	Dec. 2017	N/A	N/A	1.4.1	The University will continue the search for a Chief Diversity and Inclusion Officer.

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Fiscal Year 2016-2017
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Performance Measurement Template

Item	Performance Measure	Last Value	Current Target Value	Current Value	Future Target Value	Time Applicable	Data Source and Availability	Calculation Method	Associated Objective(s)	Meaningful Use of Measure
12	Communication climate survey completion	N/A	N/A	N/A	N/A	Dec. 2016	Comprehensive communication climate survey	Results from the comprehensive communication survey administered to students, faculty and staff will result in the development and implementation of a university communication plan	2.1.1	The results from the communication climate survey administered during 2016-17 will be evaluated by the designated committee and utilized for the identification and targeting of ongoing areas of campus communication training and improvement of communication practices.
13	University intranet development	N/A	N/A	N/A	N/A	Dec. 2017	Campus Labs Software System , Intranet platform	Implementation of the intranet by December 2017	2.1.2	Work continues on the portal that has been developed to serve as a base for communication.
14	Grant applications	77	81	96	100	July 2019	Grants management system	Number and type of grant applications submitted and funded	2.2.1	In order to increase the number of grant applications the Office of Sponsored Programs and Research Services will continue to improve support services for faculty and staff and provide more incentive for faculty to engage in sponsored programs and research.
15	University endowment	\$33,444,541	\$35,444,541	\$39,423,195	\$53,444,541	2020	University Financial repository	The comparison of the endowment fund amount on July 1 compared to June 30 of the following year	2.2.2	CCU will continue to encourage donations through endowment campaigns and activities.
16	Aligned model of planning, budget and assessment	N/A	N/A	N/A	N/A	June 2017	Campus Labs Software System	Implementation of the planning, budgeting and assessment system June 30, 2017	2.2.3	Using the budget template designed in 2016-17, departments will be able to describe the project they are requesting funds for, describe the goal in successful implementation, the project assessment, and the amount of funding required.

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Program Template

Program/Title	Purpose	FY 2016-17 Expenditures (Actual)				FY 2017-18 Expenditures (Projected)				Associated Objective(s)
		General	Other	Federal	TOTAL	General	Other	Federal	TOTAL	
I. A. E&G - UNRESTRICTED	Provide high quality educational programs that are aligned with available resources to meet the needs of our constituencies.	\$ 9,728,686	\$ 132,443,855	\$ -	\$ 142,172,541	\$ 9,943,744	\$ 145,417,294		\$ 155,361,038	1.1.1-1.1.4, 1.2.1-1.2.3, 1.4.1, 1.3.1, 1.3.3, 2.1.1, 2.1.2, 2.2.1-2.2.3
I. B. E&G - RESTRICTED	For the purpose of meeting the educational needs of students and the community.		\$ 14,127,417	\$ 17,349,200	\$ 31,476,617		\$ 8,964,543	\$ 21,000,000	\$ 29,964,543	1.1.2
II. AUXILIARY	Operate and maintain the University's Residence Life, Food Service and Bookstore.		\$ 12,846,825		\$ 12,846,825		\$ 17,150,000		\$ 17,150,000	1.1.3, 1.2.1
III. STATE EMPLOYER CONTRIBUTION	Benefits paid to employees as required by law and the requirements of this agency.	\$ 2,439,442	\$ 37,165,706	\$ 96,759	\$ 39,701,907	\$ 2,857,759	\$ 25,867,206		\$ 28,724,965	1.3.2
Totals		\$ 12,168,128	\$ 196,583,803	\$ 17,445,959	\$ 226,197,890	\$ 12,801,503	\$ 197,399,043	\$ 21,000,000	\$ 231,200,546	

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Agency Code: H17 Section: 016

Legal Standards Template

Item #	Law Number	Jurisdiction	Type of Law	Statutory Requirement and/or Authority Granted	Does this law specify who (customer) the agency must or may serve? (Y/N)	Does the law specify a deliverable (product or service) the agency must or may provide? (Y/N)
1	59-101-10	State	Statute	Designation of State colleges and universities. Designates Coastal Carolina University, and other state universities, as separate and distinct institutions, each under its separate board of trustees or visitors.	No	No
2	59-101-55	State	Statute	State appropriations funds restriction; state appropriations shall not be used to provide out of state subsidies to students.	Yes	Yes
3	59-101-120	State	Statute	Charge for diploma; at no state institution of higher learning shall any graduate be charged more than the actual cost for his diploma.	Yes	Yes
4	59-101-150	State	Statute	Approval of new programs. Specifies that no new program shall be undertaken by any State-supported institution of higher learning without the approval of the Commission or the General Assembly.	No	No
5	59-101-170	State	Statute	Authorization to procure liability insurance at amounts deemed reasonable and necessary to their respective boards.	Yes	Yes
6	59-101-180	State	Statute	Sale and disposal of real property; the governing body for each state-supported college and university shall review the real property titled in the name of it's institution to determine if such property is in excess of the anticipated needs and is available for disposal.	Yes	Yes
7	59-101-187	State	Statute	Events recognizing academic and research excellence; the institution may expend funds from approved sources for events which recognize academic and research excellence.	Yes	Yes
8	59-101-335	State	Statute	Authorization to establish penalties and bonds for traffic and parking violation by the governing boards of all state-supported colleges.	Yes	Yes
9	59-101-395	State	Statute	Refund of tuition and fees when activated for military service, opportunity to complete courses; when any person is activated for full time military service during a time of national crisis, a complete refund of tuition and fees shall be granted to the student.	Yes	Yes
10	59-101-420	State	Statute	Annual reporting of out-of-state undergraduate student population is required by any public institution of higher education to the governor and legislature.	Yes	Yes
11	59-101-430	State	Statute	Unlawful aliens; an unlawful alien present in the United States is not eligible on the basis of residence for a public higher education benefit including, but not limited to, scholarships, financial aid, grants or resident tuition.	Yes	No
12	59-101-610	State	Statute	Use of funds for lump-sum bonus plans; a public institution of higher learning may spend federal and other nonstate appropriated sources of revenue to provide lump-sum bonuses at levels outlined in a plan approved by the governing body of the respective public institution of higher learning and according to guidelines established in the plan. The public institution of higher learning must maintain documentation to show that the use of federal funds for this purpose is in compliance with federal law.	Yes	Yes

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Legal Standards Template

Item #	Law Number	Jurisdiction	Type of Law	Statutory Requirement and/or Authority Granted	Does this law specify who (customer) the agency must or may serve? (Y/N)	Does the law specify a deliverable (product or service) the agency must or may provide? (Y/N)
13	59-101-620	State	Statute	Educational fee waivers; a public institution of higher learning may offer educational fee waivers to no more than four percent of the undergraduate student body.	Yes	Yes
14	59-101-660	State	Statute	Annual audit and quality review process allows negotiation with preapproved public accountant firms.	Yes	Yes
15	59-101-670	State	Statute	Transaction register of funds and procurement card statement information must be maintained a available for public review on the University's website.	Yes	Yes
16	59-103-15	State	Statute	Higher education mission and goals. The General Assembly has determined that the mission for higher education in South Carolina is to be a global leader in providing a coordinated, comprehensive system of excellence in education by providing instruction, research, and life-long learning opportunities which are focused on economic development and benefit the State of South Carolina.	Yes	Yes
17	59-103-35	State	Statute	Submission of budget; new and existing programs. All public institutions of higher learning shall submit annual budget requests to the commission in the manner set forth by the commission. No new program may be undertaken by any public institution of higher education without the approval of the commission.	Yes	Yes
18	59-104-230	State	Statute	Endowed Professors Program is established and enables school to retain interest earned by the endowment to be used for endowed professorships.	Yes	Yes
19	59-136-100	State	Statute	Coastal Carolina University - Establishment. Specifies that Coastal Carolina University became a distinct institution of higher learning of the State of South Carolina on July 1, 1993.	No	No
20	59-136-110	State	Statute	Coastal Carolina University - Board of trustees. Describes the membership of the Board of Trustees for Coastal Carolina University.	No	No
21	59-136-120	State	Statute	Trustees' subsistence, per diem, and mileage. Specifies that the members of the board are entitled to subsistence, per diem, and mileage authorized for members of state boards, committees, and commissions.	Yes	Yes
22	59-136-130	State	Statute	Board a body corporate and politic; powers of board. Specifies that the Board of Trustees is constituted a body corporate and politic under the name of the Board of Trustees for Coastal Carolina University. The statute also delineates the powers of the board.	Yes	Yes
23	59-136-140	State	Statute	Meetings of board; notice. Specifies that the board shall meet in Conway not less than four times each year, the time and place to be fixed by the chairman or as the board provides.	No	No
24	59-136-150	State	Statute	Lease or sale of real property donated to university. Specifies that the board is authorized to lease or sell any real property which may have been or may be donated to the university during any fund campaign.	Yes	Yes

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Item #	Law Number	Jurisdiction	Type of Law	Statutory Requirement and/or Authority Granted	Does this law specify who (customer) the agency must or may serve? (Y/N)	Does the law specify a deliverable (product or service) the agency must or may provide? (Y/N)
25	59-136-310	State	Statute	Authority to issue revenue bonds. Specifies that the University may issue revenue bonds of the university for the purpose of financing or refinancing in whole or in part the cost of construction, reconstruction, improvement, and equipment of buildings for the purposes of the university including, without limiting the generality of the foregoing, dormitories, apartment buildings, dwelling houses, dining halls, cafeterias, parking facilities, sports facilities, and inns or for any one or more of these purposes.	Yes	Yes
26	59-136-320	State	Statute	Authorizing resolution; resolution to be part of contract; contents of resolution. Specifies that revenue bonds issued under this article must be authorized by a resolution or resolutions of the board of trustees of the University.	Yes	Yes
27	59-136-330	State	Statute	Particulars of bonds; must be negotiable. Specifies the particulars of revenue bonds in terms of series, dates, maturity, etc.	Yes	Yes
28	59-136-340	State	Statute	Bonds tax exempt. Specifies that bonds must be exempt from state, county, municipal, and school taxes.	Yes	Yes
29	59-136-350	State	Statute	Signature on bonds and coupons. Specifies that bonds must be signed in the corporate name of the university by the chairman of the board of trustees of the university, under the corporate seal of the university attested by the secretary of the board of trustees.	Yes	Yes
30	59-136-360	State	Statute	Sale of bonds. Specifies that bonds must be sold at public or private sale upon such terms and conditions as the board of trustees of the university considers advisable.	Yes	Yes
31	59-136-370	State	Statute	Filing with State Treasurer description of all obligations entered into by board. Specifies that the board of trustees or its proper administrative officers shall file with the State Treasurer within thirty days from the date of their issuance a complete description of all obligations entered into by the board, with the rates of interest, maturity dates, annual payments, and all pertinent data.	Yes	Yes
32	59-136-380	State	Statute	Authorizing resolution constitutes binding contract; enforcement. Specifies that all provisions of a resolution authorizing or providing for the issuance of the bonds constitute valid and legally binding contracts between the university and the several holders of the bonds.	Yes	Yes
33	59-136-390	State	Statute	Sources of payments of bonds; bonds not obligations of state. Specifies that bonds must be made payable solely from the revenues derived by the university from the operation of the building or equipment for which the bonds are issued.	Yes	Yes
34	59-144-10	State	Statute	Children Education Endowment Fund established to be used for public school facilities assistance. It is administered by the South Carolina Commission on Higher Education.	Yes	Yes
35	Part 1B 3.1	State	Proviso	Technology Funds received from South Carolina Commission on Higher Education be used for technology repair and related technology maintenance that is necessary to support the institution's educational purpose.	Yes	Yes

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Item #	Law Number	Jurisdiction	Type of Law	Statutory Requirement and/or Authority Granted	Does this law specify who (customer) the agency must or may serve? (Y/N)	Does the law specify a deliverable (product or service) the agency must or may provide? (Y/N)
36	Part 1B 11.13	State	Proviso	(CHE: Scholarship Awards) A student may receive a Palmetto Fellows or LIFE scholarship award during the summer, in addition to fall and spring semesters of an academic year, provided continued eligibility requirements are met as of the end of the spring semester. Students must enroll full-time, which for purposes of the summer award will require enrollment in at least twelve hours over the course of the summer. The summer is defined as the period between the end of the spring term and prior to the opening of the fall term. The total summer award per student may not exceed half of the allowable academic year award up to the cost of attendance and must be reimbursed if less than twelve hours for academic credit are not attempted by the student during summer sessions. If awarded in the summer, a student's total award during his or her enrollment may not exceed the amount that would otherwise be provided under current semester limits applied for the scholarship awards. The Commission on Higher Education may provide additional guidelines necessary to ensure uniform implementation.	Yes	Yes
37	Part IB 11.29	State	Proviso	(CHE: Abatements) By October 1st of each year, state supported institutions of higher learning must submit to the Commission on Higher Education, or its successor entity, the number of out-of-state students during the prior fiscal year that received abatement of rates pursuant to Section 59-112-70 of the 1976 Code. The report must include the geo-origin of the student, class of the student, comprehensive listing of all financial awards received by the student, number of semesters the student has received the abated rate, as well as the athletic status of the student. The report must also include the calculation method used to determine the abatement amount awarded to students as well as the number of students that received educational fee waivers pursuant to Section 59-101-620.	Yes	Yes
38	Part IB 11.30	State	Proviso	CHE: Outstanding Institutional Debt) By November first, institutions of higher learning must submit to the Chairman of the Senate Finance Committee, the Chairman of the House Ways and Means Committee, and the Commission on Higher Education, or its successor entity, data on all outstanding institutional debt for their respective institution. Data shall include, but not be limited to, the amount of the initial debt, year in which the debt was incurred, the year in which the debt will be satisfied, the repayment schedule, and the purpose for which the debt was incurred.	Yes	Yes
39	Part IB 117.8	State	Proviso	State institutions shall remit all revenues and income, collected at the respective institutions, to the State Treasurer according to the terms of Section 117.1 of this act, but all such revenues or income so collected, except fees received as regular term tuition, matriculation, and registration, shall be carried in a special continuing account by the State Treasurer.	Yes	Yes

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Legal Standards Template

Item #	Law Number	Jurisdiction	Type of Law	Statutory Requirement and/or Authority Granted	Does this law specify who (customer) the agency must or may serve? (Y/N)	Does the law specify a deliverable (product or service) the agency must or may provide? (Y/N)
40	Part IB 117.16	State	Proviso	Presidents must not be paid a fixed allowance for personal expenses incurred in connection with the performance of their official duties. Reimbursements may be made to the presidents from funds available to their respective institutions for any personal expenses incurred provided that all requests for reimbursement are supported by properly documented vouchers processed through the normal accounting procedures of the institutions.	Yes	Yes
41	Part IB 117.19	State	Proviso	The per diem allowance of all boards, commissions and committees shall be at the rate of \$35 per day. No full-time officer or employee of the State shall draw any per diem allowance for service.	Yes	Yes
42	Part IB 117.20	State	Proviso	Travel subsistence expenses shall be allowed with provisions.	Yes	Yes
43	Part IB 117.21	State	Proviso	Each organization receiving a contribution in this act shall render to the state agency making the contribution by November first of the fiscal year in which funds are received, an accounting of how the state funds will be spent, a copy of the adopted budget for the current year, and also a copy of the organization's most recent operating financial statement.	Yes	Yes
44	Part IB 117.23	State	Proviso	Each agency is authorized to carry forward unspent general fund appropriations from the prior fiscal year into the current fiscal year, up to a maximum of ten percent of its original general fund appropriations less any appropriation reductions for the current fiscal year.	Yes	Yes
45	Part IB 117.26	State	Proviso	A travel report is submitted to the Comptroller General's Office annually.	Yes	Yes
46	Part IB 117.29	State	Proviso	Agencies shall submit an Accountability Report annually, for the prior fiscal year, and make accessible to the Governor, Senate Finance Committee, House Ways and Means Committee and to the public before September 15th.	Yes	Yes
47	Part IB 117.30	State	Proviso	Any state agency may collect a service charge to cover the costs associated with the processing and collection of dishonored instruments or electronic payments.	Yes	Yes
48	Part IB 117.34	State	Proviso	Each state agency shall provide to the Chairmen of the Senate Finance and House of Representatives Ways and Means Committees and the Inspector General a report detailing the amount of its outstanding debt and all methods it has used to collect that debt. This report is due by the last day of February for the previous calendar year.	Yes	Yes
49	Part IB 117.47	State	Proviso	Any insurance reimbursement to an agency may be used to offset expenses related to the claim. These funds may be retained, expended, and carried forward.	Yes	Yes
50	Part IB 117.48	State	Proviso	All agencies, departments and institutions of state government shall furnish to the Human Resources Division (1) a current personnel organizational chart annually no later than September first of the current fiscal year, or upon the request of the division and (2) notification of any change to the agency's organizational structure which impacts an employee's grievance rights within thirty days of such change.	Yes	Yes

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Legal Standards Template

Item #	Law Number	Jurisdiction	Type of Law	Statutory Requirement and/or Authority Granted	Does this law specify who (customer) the agency must or may serve? (Y/N)	Does the law specify a deliverable (product or service) the agency must or may provide? (Y/N)
51	Part IB 117.55	State	Proviso	State agencies and institutions are allowed to spend state, federal, and other sources of revenue to provide selected employees lump sum bonuses, not to exceed three thousand dollars per year, based on objective guidelines established by the Department of Administration.	Yes	Yes
52	Part IB 117.58	State	Proviso	Agencies and other reporting entities required to submit annual audited financial statements for inclusion in the State's Comprehensive Annual Financial Report must comply with the submission dates stipulated in the State Auditor's Office audit contract.	Yes	Yes
53	Part IB 117.59	State	Proviso	In addition to the Purchase Card Rebate deposited in the general fund, any incentive rebate premium received by an agency from the Purchase Card Program may be retained and used by the agency to support its operations.	Yes	Yes
54	Part IB 117.75	State	Proviso	In order to promote accountability and transparency, each state agency must provide and release to the public via the agency's website, a report of all aggregate amounts of fines and fees that were charged and collected by that state agency in the prior fiscal year. The report shall include, but not be limited to: (1) the code section, regulation, or proviso that authorized the fines and fees to be charged, collected, or received; (2) the amount received by source; (3) the purpose for which the funds were expended by the agency; (4) the amount of funds transferred to the general fund, if applicable, and the authority by which the transfer took place; and (5) the amount of funds transferred to another entity, if applicable, and the authority by which the transfer took place, as well as the name of the entity to which the funds were transferred. The report must be posted online by September first.	Yes	Yes
55	Part IB 117.82	State	Proviso	Deficit Monitoring; it is the responsibility of each state agency, department, and institution to operate within the limits of its authorized appropriations.	Yes	Yes
56	Part IB 117.85	State	Proviso	All agencies, departments, and institutions of state government shall be responsible for providing on its Internet website a link to the Internet website of any agency, other than the individual agency, department, or institution, that posts on its Internet website that agency, department, or institution's monthly state procurement card statements or monthly reports containing all or substantially all the same information contained in the monthly state procurement card statements.	Yes	Yes
57	Part IB 117.110	State	Proviso	An agency of this State owning or licensing computerized data or other data that includes personal identifying information shall disclose any breach of the security of the system following discovery or notification of the breach in the security of the data to any resident of this State whose personal identifying information was, or is reasonably believed to have been, acquired by an unauthorized person.	Yes	Yes
58	Part IB 117.118	State	Proviso	All state agencies must submit an information technology plan and an information security plan for Fiscal Year 2015-16 to the Department of Administration.	Yes	Yes

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Legal Standards Template

Item #	Law Number	Jurisdiction	Type of Law	Statutory Requirement and/or Authority Granted	Does this law specify who (customer) the agency must or may serve? (Y/N)	Does the law specify a deliverable (product or service) the agency must or may provide? (Y/N)
59	Title II	Federal	Regulation	Title II holds institutions of higher education accountable for preparing teachers who have the necessary teaching skills and are highly competent in the academic content areas in which the teachers plan to teach.	Yes	Yes
60	Title IV	Federal	Regulation	Federal regulations state that any federal funds disbursed to a student's account in excess of allowable charges must be delivered to the student (or parent in case of an undergraduate PLUS loan).	Yes	Yes

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Divisions or Major Programs	Description	Service/Product Provided to Customers	Customer Segments	<i>Specify only for the following Segments: (1) Industry: Name; (2) Professional Organization: Name; (3) Public: Demographics.</i>
Coastal Carolina University students	Students who are currently enrolled at the University	Quality education and quality student experiences	General Public	Age: 17 and under - 60+ Gender: All Geographic location: Domestic and international
Families of Coastal Carolina University students	Families of students who are currently enrolled at the University	Knowledge of resources available for students Office of New Student and Family Programs: Assists new students and their families in their transition and integration into the university community	General Public	Age: 17 and under - 60+ Gender: All Geographic location: Domestic and international
General public	Members of the general public who come to campus for activities and events	Members of the general public are invited on the University's campuses for activities, events, and the use of the library	General Public	Age: 17 and under - 60+ Gender: All Geographic location: Domestic and international
Veterans	Veterans making the transition to and enrolled at the University	Office of Veterans Services: Created to better serve the growing veteran and veteran family member population at Coastal Carolina University	General Public	Age: 18 - 60+ Gender: All Geographic location: Domestic and international
Employees	Over 1,200 full- and part-time faculty and staff. Over 1,000 students employed during the Fall 2016 semester.	Full- and part-time employment, some with benefits	General Public	Of full-time faculty, 55% male and 45% female. 59% of instructional faculty are full time.
Alumni	Over 27,000-plus included in the alumni body	Benefits including access to campus events, discounts, insurance, and memberships	General Public	Age: 18 - 60+ Gender: All Geographic location: Domestic and international
Horry County School District	CCU students enrolled in Education programs engage with students in the local school district	Participation by CCU students in classroom programs and activities	School Districts	Age: 4 - 19 Gender: All Geographic location: Horry County

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Partner Template

Name of Partner Entity	Type of Partner Entity	Description of Partnership	Associated Objective(s)
Horry Georgetown Technical College (HGTC)	Higher Education Institute	The Bridge Program between HGTC and CCU is a comprehensive, rigorous, residential program that provides an opportunity for participants to improve their academic skills and meet the admission requirements of	1.1.3
Horry County School System	K-12 Education Institute	CCU partners with the local school system to offer students clinical experiences in area schools, beginning in the first semester of study in education and continuing through the internship experience at the end of the program.	1.1.3, 1.2.2
Georgetown County School Systems	K-12 Education Institute	CCU partners with the local school system to offer students clinical experiences in area schools, beginning in the first semester of study in education and continuing through the internship experience at the end of the program.	1.1.3, 1.2.2
The National Center for Education Statistics (NCES)/Department of Education (DOE)	Federal Government	NCES, as part of the DOE, is the primary federal entity for collecting and analyzing data related to education. CCU works with NCES in support of the center's mission to collect, collate, analyze, and report complete statistics on the condition of American education.	1.1.2-1.1.4, 1.2.3, 2.2.3
South Carolina Commission on Higher Education (SCCHE)	State Government	Serves as the coordinating board for SC's 33 public institutions of higher learning. CCU works with CHE in coordination and planning, research and information services, accountability and reporting, and program administration	1.1.2-1.1.4, 1.2.3, 2.2.3

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Report Template

Item	Report Name	Name of Entity Requesting the Report	Type of Entity	Reporting Frequency	Submission Date (MM/DD/YYYY)	Summary of Information Requested in the Report	Method to Access the Report
1	CAFR	South Carolina Comptroller General	State	Annually	September 1, 2016	Provides annual financial reporting to the Comptroller General's Office	http://www.coastal.edu/media/2015ccuwebsite/contentassets/documents/financeandadministration/reports/cafr/2016ComprehensiveAnnualFinancialReport.pdf
2	Commission on Higher Education Management Information System (CHEMIS) Data	South Carolina Commission on Higher Education (SCCHE)	State	Quarterly	August 14, 2016	Data for enrollment, identifiers, disbursements, and courses	https://info.che.sc.gov/reports/cgi-bin/cognosisapi.dll?b_action=xts.run&m=portal/cc.xts&m_tab=iOA642E5E75384E4CAF14E17107DB0495&m_folder=IE384CDAE8A494624AD33D24254C1C6E4&m_folder2=m-
3	CHEMIS Data	SCCHE	State	Quarterly	October 30, 2016	Data for enrollment, identifiers, disbursements, courses, and facilities	
4	CHEMIS Data	SCCHE	State	Quarterly	March 31, 2017	Data for enrollment, identifiers, disbursements, and courses	
5	CHEMIS Data	SCCHE	State	Quarterly	August 15, 2016	Data for enrollment, identifiers, and courses	
6	CHEMIS Data	SCCHE	State	Annually	September 30, 2016	Data for completions	
7	CHEMIS Data	SCCHE	State	Annually	November 30, 2016	Data for faculty	
8	CHEMIS Data	SCCHE	State	Quarterly	August 21, 2016	Data for CHE14 A, B, & C	
9	CHEMIS Data	SCCHE	State	Quarterly	November 13, 2016	Data for CHE14 A, B, & C	
10	CHEMIS Data	SCCHE	State	Quarterly	April 10, 2017	Data for CHE14 A, B, & C	
11	CHEMIS Data	SCCHE	State	Quarterly	August 22, 2017	Data for CHE14 A, B, & C	
12	CHEMIS Data	SCCHE	State	Quarterly	June 17, 2017	Data for disbursements	
13	Clery Report	Clery Center for Security on Campus	Outside Organization	Annually	October 1, 2016	Colleges and universities who receive federal funding share information about crime on campus and their efforts to improve campus safety as well as inform the public of crime in or around campus	
14	Equity in Athletics Disclosure Act (EADA) Report	United States Department of Education (DOE)	Federal	Annually	October 30, 2016	Athletics data that are submitted annually as required by the Equity in Athletics Disclosure Act	http://ope.ed.gov/athletics/#/institution/search
15	Institutional Effectiveness Report	South Carolina Commission on Higher Education (SCCHE)	State	Annually	August 1, 2016	Student Pass rates on professional examinations	https://www.coastal.edu/media/administration/institutionalresearch/pdf/iereport_2015_16.pdf
16	Integrated Postsecondary Education Data System (IPEDS)	National Center for Education Statistics (NCES)	Federal	Quarterly	October 19, 2016	Institutional characteristics, completions, 12-month enrollment	http://nces.ed.gov/IPEDS/datacenter/
17	Integrated Postsecondary Education Data System (IPEDS)	National Center for Education Statistics (NCES)	Federal	Quarterly	February 15, 2017	Student financial aid, graduation rates, 200% graduation rates, admissions, outcome measures	
18	Integrated Postsecondary Education Data System (IPEDS)	National Center for Education Statistics (NCES)	Federal	Quarterly	April 12, 2017	Fall enrollment, finance, human resources, academic libraries	
19	National Collegiate Athletic Association (NCAA) Student-Athlete Graduation Success Rate Report	NCAA	Outside Organization	Annually	June 1, 2017	Student-athlete completion rates	https://web1.ncaa.org/app_data/gsr2016/149.pdf
20	NCAA Financial Reporting	NCAA	Outside Organization	Annually	January 15, 2017	Reporting on participating sports, coaching and staff salaries, revenues and expenses	http://www.coastal.edu/media/2015ccuwebsite/contentassets/documents/financeandadministration/reports/athleticsprogramreports/NCAAIintercollegiateAthleticsProgramReport2016.pdf
21	Title II	DOE	Federal	Annually	Nov. 3, 2016	Education program graduates' aggregate pass rates and single assessment pass rates on state certification assessments	https://www.coastal.edu/iraa/ir/title_II.html#d.en.8376

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External Review Template

Item	Name of Entity Conducted External Review	Type of Entity	External Review Timeline (MM/DD/YYYY to MM/DD/YYYY)	Method to Access the External Review Report
CAFR	Cline Brandt Kochenower & Co., P.A. Certified Public Accountants	Outside Organization	07/01/2016 to 06/30/2017	On site review of documents and performance of procedures to access the risks of material misstatement of the financial statements.
NCAA	Cline Brandt Kochenower & Co., P.A. Certified Public Accountants	Outside Organization	07/01/2016 to 06/30/2017	On site review of documents and performance of procedures to access the risks of material misstatement of the information filed with the NCAA annually.
Financial Aid	Department of Education	Outside Organization	07/01/2015 to 06/30/2016 07/01/2016 to 06/30/2017	On site program review of documents and performance of procedures to access CCU's administration of the Title IV and HEA programs in which it participates.