

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

**Fiscal Year 2017-18
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 integrity and accountability, and in committing itself to excellence through continuous assessment and improvement.</i></p>
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AGENCY VISION	To become the public comprehensive university of choice in South Carolina.
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Please select 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:	Yes	No
	<input type="checkbox"/>	<input checked="" type="checkbox"/>

Please identify your agency's preferred contacts for this year's accountability report.

	<u>Name</u>	<u>Phone</u>	<u>Email</u>
PRIMARY CONTACT:	J. Ralph Byington	843-349-2089	byington@coastal.edu
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I have reviewed and approved the enclosed FY 2017-18 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, 23 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 currently offers one doctoral program, the Ph.D. in Marine Science: Coastal and Marine Systems Science. Beginning in 2019, CCU will offer the Ph.D. in Education. The CCU Fall 2017 combined undergraduate and graduate student enrollment was 10,663; the Fall 2018 preliminary enrollment stands at 10,500 students.

CCU comprises 115 main buildings on 621 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. CCU was engaged in the process of developing a new strategic plan during the 2015-2016 academic year. The president established a stakeholder-engaged process to design a new strategic plan which would 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 and is being assessed on an annual basis.

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 support of the Strategic Plan, the University continues to manage its resources in a fiscally sustainable and transparent manner. In fiscal year 2018, as in previous years, the financial activity continues to revolve around 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 2018, were \$229,446,456. Student tuition and fees make up 59% of that revenue, or \$135,821,794. Sales and services were 16% or \$36,209,502, gifts and grants are 8% or \$18,600,065, and state appropriations accounted for 6% or \$13,301,750. Other non-operating and miscellaneous revenues accounted for the remaining 11% of revenues recognized this fiscal year.

Financial Highlights

- Total revenues and total capital appropriations and gifts grew by \$10.9 million in fiscal year 2018, which represents a 3 percent increase from the prior year. The University attributes this growth to strong enrollment, continued support from state and local governments, and increased gifts from its foundations.
- The working capital ratio is an important indicator of an entity’s liquidity. A higher ratio is evidence of an organization’s ability to pay its obligations. The ratio is measured by dividing an institution’s current assets by its current liabilities. The University’s working capital ratio has improved from 3.33 in fiscal year 2017 to 3.58 in fiscal year 2018.
- Personnel costs and benefits accounted for the largest rise in expenses in fiscal year 2018 at \$13 million. Additional pension and other post-employment benefits costs account for \$6 million; other factors contributing to the upsurge include additional personnel and increased health insurance premiums.

The University continues to lobby for additional funding in the form of State appropriations. In fiscal year 2018, the state approved an appropriation of \$13,301,750. In addition to operational funding, the State set aside \$3,500,000 in capital funding in support of a planned Academic Enrichment Center and Auditorium to be built in the heart of campus. The University also received appropriations from both Horry and Georgetown Counties in the amount of \$233,413 and \$147,000, respectively. These funds give the University the ability to invest in projects that positively impact the economic, social and cultural environment of Horry and Georgetown Counties.

The University is committed to financial viability and managed growth. The total Fall 2017 undergraduate enrollment was 9,898, representing a 1.6 percent (151 students) increase over the previous fall and a 13.2 percent increase since the Fall 2012 undergraduate enrollment of 8,746. Total full-time equivalency (FTE) enrollment for Fall 2017 undergraduates was 9,721 representing a 2 percent growth over the previous fall and a 13.5 percent growth since Fall 2012 from a total undergraduate FTE of 8,568.

In Fall 2018, the tuition for an in-state undergraduate was set at \$5,768 per semester while out-of-state undergraduate tuition was \$13,324 per semester, an increase of 3 percent from the prior year. However, with increased State appropriations, full-time in-state students were given a \$100 credit per semester, reducing the in-state increase from 3 percent to 1.21 percent. CCU tuition 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 \$2.6 million, or 2 percent in fiscal year 2018.

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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 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. Legislation expanding the 4% cap on scholarships – In an effort to keep tuition affordable for our in-state students, consider revising or abolishing this scholarship cap for in-state students. The university’s goal is to make tuition as affordable as is feasibly possible, and this limit inhibits our ability to reach this goal.

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 new set of faculty course evaluation questions was created based on research literature and administered in a pilot in 2017.

Activities –

- Pilot testing of questions for potential inclusion in future faculty course evaluations took place in Summer I and Summer II 2017.
- Data analysis for the pilot results took place and a revised group of questions were included in the Spring 2018 administration.
- Results for the pilot will be presented to Faculty Senate in Fall 2018.

Objective 1.1.2 - Develop a more comprehensive process to evaluate timely degree completion and student success.

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 2017-2018 academic year, benchmarks were 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 six-year graduation rates at least 2% per year with a total of 10% at the end of five years.

Retention and graduation benchmarks were established as follows:

- First-time, full-time freshmen retention - 75%
- Four-year graduation rate – 50%
- Six-year graduation rate – 56%

Activities –

- In Fall 2017 the University launched the Student Achievement Funding Request Initiative (SAFRI). Briefly, SAFRI provides faculty and staff the opportunity to submit proposals requesting three years of funding to support student success, student achievement, and student engagement across all areas of the University.
- The Department of Mathematics and Statistics has developed a new math placement test based on an incoming students high school GPA and SAT (or ACT) scores.
- The University purchased a student early alert system in part to facilitate timely degree completion. Various units across campus that directly support students are participating in the implementation.

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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 – The total Fall 2017 undergraduate FTE was 9,721, while the total Fall 2016 undergraduate FTE was 9,535. This represents an increase of 2.0% in undergraduate student FTE from Fall 2016 to Fall 2017.

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

- Establishment of the Coastal Student Success Center to include the CEaL Program, Bridge Program, CARP Program, Academic Coaching Experience Department. Staff to support the effort were hired and several workshops and presentations conducted.
- Employing innovative marketing strategies, (e.g. geo-fencing), to expand summer study
- Expanding Math Outreach opportunities to meet students in entry level mathematics and statistics courses in common areas across campus to afford them the chance to learn from a variety of instructors and socialize in a non-threatening environment.
- Providing a one-week immersive experience through the Edwards College of Humanities and Fine Arts consisting of workshops and practical experiences encouraging students to think creatively about how to use their liberal arts skills to pursue careers that match their goals, giving them an edge over their peers in the job market via a series of workshops and practical experiences.

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 –The total Fall 2017 graduate student FTE was 391, which represented 3.9% of the total FTE enrollment for Fall 2017. The total Fall 2016 graduate student FTE was 399, which represented 4.0% of the total FTE enrollment for Fall 2016.

Activities –

- During the 2017-2018 academic year, the following new graduate degree and certificate programs began:
 - M.Ed. in Language Literacy and Culture
 - Post-baccalaureate certificate in Healthcare Administration
- During the 2018-2019 academic year, the following new graduate degree programs will begin:
 - M.A. in Music Technology – Fall 2018
 - Ph.D. in Education – Spring 2019
- In Fall 2019 the following new graduate degree program will begin:
 - M.A. in Communication
- The following programs are seeking approval for implementation in Fall 2019:
 - M.S. in Integrative Biology
 - M.A. in Applied Politics
 - M.F.A. in Physical Theatre

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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 2017-2018 academic year unique student opportunities were offered in the form of undergraduate research, internships, and student engagement.

Activities –

Undergraduate Research

- The CCU Coastal Research Fellows program was expanded to identify 20 new junior or senior level Research Fellows.
- The annual CCU Undergraduate Research Competition which celebrates the accomplishments of CCU undergraduate researchers and provides a venue for the dissemination of student research was held in April 2018. Nearly 120 student presentations representing 30 academic majors from all five colleges illustrated the outstanding quality of student research at CCU.

Internships

- In the Fall 2017 and Spring 2018 semester, 1,888 students enrolled in internship courses for credit, a slight increase over 2016-2017 participation.
- In the 2017-2018 academic year there were 2,455 MOU Employer Internship agreements, representing a 15% increase in employers offering internships (2,138) in 2016-2017.

Student Engagement

- The "Rolling Forward" program, which provides bicycles to local homeless shelters, began with the delivery of 140 bicycles. For this initiative, the Sociology Department in collaboration with the Department of Public Safety collected abandoned bicycles left on campus.
- The CCU student-run chapter of Colleges Against Cancer (CAC) reached the million-dollar mark of lifetime funds raised for the annual Relay For Life event which began on campus in 2006.

Campus Expansion

- CCU’s board of trustees approved a motion to proceed with the planning for a new campus building, the Academic Enrichment Center and Auditorium. The proposed 58,000-square-foot facility is being constructed to create an environment that will encourage experiential learning endeavors. The center will feature computer labs, seminar offices and study lounges.

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 – Beginning in Fall 2018, Experiential Learning (EL) is now a graduation requirement. During the 2017-2018 academic year, 530 EL courses were offered with 7,226 students enrolled. This represents a 6.4% increase in the number of courses offered and a 16.2% increase in enrolled students over 2016-17 amounts.

Activities –

- The specifics for the EL graduation requirement were finalized and added to the 2018-2019 Undergraduate Catalog.

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- In preparation for the EL graduation requirement, a concerted effort in increasing internship opportunities in all programs was undertaken.

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 237 international students were enrolled in Fall 2017, representing a 17.3% increase over the Fall 2016 enrollment of 202.

Activities –

- A customer relationship management (CRM) application was implemented and a communication plan was in place by the end of 2017.
- One new experimental class in Business and Accounting with Xi'an University of Posts and Telecommunications was added as part of the Sino-American Cooperation in Higher Education and Professional Development (CHEPD).

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 – A professional advisory group (25 members; 22 employees and three community partners) was convened to advance the campus-wide approach to professional development.

Activities –

- The first meeting of the professional advisory group was held. The group hopes to provide information, recommendations and diverse perspective to advance the best approach to professional development across campus.

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 – A reward program to recognize achievement in professional development continues to be under discussion.

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 PeopleAdmin (SelectSuite) system was upgraded to increase functionality, including an onboarding component. Upgrades to the system include processes that shorten the time to hire new employees.

Activities-

- December 2017 – Completion of the contracting process for the system upgrade

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- January – June 2018 – Implementation of the applicant tracking and position description modules in SelectSuite.
- June 2018 – Two modules went live and made available to campus users.
- July 2018 - Initial implementation for the onboarding module, including review of forms that new hires complete.

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.

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 hired the assistant vice president for diversity and inclusion. This is a new position that was developed to advance campus efforts to operate as an inclusive institution.

Activities –

- A campus-wide climate survey based on diversity and inclusion is under development.

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 - The Campus Communication Climate Survey was conducted and completed in Spring 2017.

Activities–

- The Communication Excellence Advisory Group was established and received the survey results.
- The group determined that focus groups should be conducted with each main constituent group.
- Data gleaned from the focus groups along with survey data will be used to determine the group's next steps

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 – Work continued on the Intranet/portal and deployment as a beta version for students, faculty, and staff is scheduled for Fall 2018.

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Activities –

- Essential services to be included such as email, WebAdvisor, announcements, events, alerts, etc. were identified.
- Establishment of MFA (Multi Factor Authentication) ability protection of information security and services accessed by CCU constituents via the portal.
- Adjustments of portal configurations for the test environment

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 2017-2018 was 161*, an increase of 60% from 2016-2017 submissions. *Includes 37 internal Professional Enhancement Grant awards from the Horry County Higher Education Commission.

Activities –

- 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.
- 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.

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 \$39,536,841 for the FY 2016-2017. The goal of phase I of CCU’s I’M IN endowment campaign, which publicly launched in April 2016, was to raise \$20 million by 2020. By June 30, 2018, more than \$22 million was raised.

Activities –

- Giving Teal Tuesday (Tuesday, November 28, 2017) – CCU joined the multitude of organizations world-wide that were seeking to raise as much \$ as possible from their supporters over the 24-hour period that was deemed “Giving Tuesday”, an annual event that we will continue to participate in.
- 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.

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- Women in Philanthropy and Leadership – scheduled luncheons and the annual Women’s Leadership Conference & Celebration of Inspiring Women (February 2018).
- Alumni Relations – Fall 2017 football TEAL-gates, the Alumni Brick campaign, and the Boots ‘n Bronze event held in Conway (March 2018).

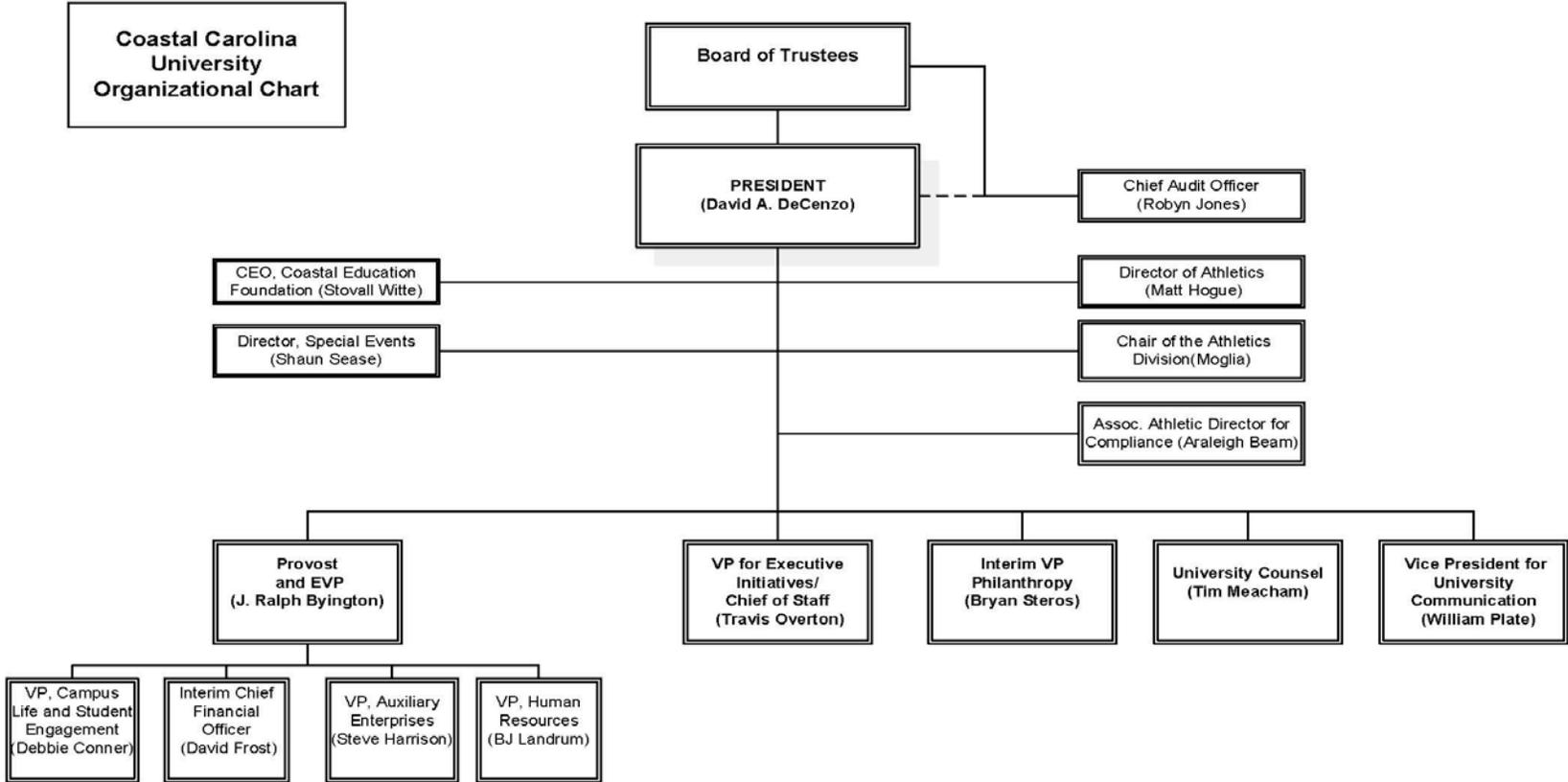
Objective 2.2.3 - Implement an aligned model of planning, budgeting and assessment by June 2017.

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 – Movement towards including the Student Achievement Funding (SAF) program into the base University budget. During the past year SAF was running as an independent budgeting, planning, and assessment mechanism inside the broader institutional budget.

Activities –

- Campus Labs expansion to include the completion of the second cycle of Student Achievement Funding program requests.



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Fiscal Year 2017-2018

Accountability Report

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Strategic Planning and Performance Measurement Template

Statewide Enterprise Strategic Objective	Type	Item #			Description	Base	2017-18		Time Applicable	Data Source and Availability	Calculation Method	Meaningful Use of Measure
		Goal	Strategy	Measure			Target	Actual				
Education, Training, and Human Development	G	1			Improve educational infrastructure to elevate levels of educational preparedness of every South Carolinian to lead a healthy and productive life, including success in a							
S 1.1 Academic Excellence and Instructional Quality												
	M			1.1.1	1.1.1 Develop and implement a more comprehensive system for evaluating teaching effectiveness by June 2018	N/A	N/A	In process	June 2018	N/A	N/A	A new set of faculty course evaluation questions was created based on research literature and administered in a pilot in 2017. Data analysis for the pilot results took place in Spring 2018 and the results will be presented to the Faculty Senate in Fall 2018.
	M			1.1.2	1.4.2 Develop a more comprehensive process to evaluate timely degree completion and student success by July 2017	Six-year graduation rate 42%	Six-year graduation rate 46%	Six-year graduation rate 43.5%	July 2018	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	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%.
	M			1.1.3	1.4.5 Increase undergraduate student FTE population by 5% over 2015-16 by July 2019	9,535	9,906	9,721	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.	CCU will continue to offer innovative programs and curricula to increase undergraduate student enrollment.
	M			1.1.4	1.4.5 Increase graduate student FTE to 18% of the student population by July 2019	399	408	391	July 2019	Enrollment reports created internally and data submitted to SCCHE and IPEDS	Full-time enrollment (FTE)	CCU will continue to offer new graduate degree programs to satisfy student demands and increase graduate student enrollment.
S 1.2 Student Excellence												
	M			1.2.1	2.1.1 Assess opportunities to improve the student experience and take action to address them on an annual basis	N/A	N/A	N/A	July 2018	N/A	N/A	CCU will continue to offer unique student opportunities in the form of undergraduate research, internships, and student engagement.
	M			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	6,220	All degree-seeking students	7,226	Aug. 2018	Enrollment reports created internally and data submitted to SCCHE and IPEDS	Number of EL courses and students enrolled in these courses.	During the 2017-18 academic year, 530 EL courses were offered with 7,226 students enrolled.

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Strategic Planning and Performance Measurement Template

Statewide Enterprise Strategic Objective	Type	Item #			Description	2017-18			Time Applicable	Data Source and Availability	Calculation Method	Meaningful Use of Measure
		Goal	Strategy	Measure		Base	Target	Actual				
	M			1.2.3	2.4.5 Increase international student enrollment to 3% of total student enrollment by January 2019	202	307	237	Jan. 2019	Ellucian Enterprise System – demographic indicator of home country	Number of students registered during the academic year and with a citizenship outside the United	CCU will continue to offer innovative programs and partnerships to increase international student enrollment.
	S			1.3	An Engaged Faculty and Staff							
	M			1.3.1	3.1.5 Advance a campus-wide approach to professional development by December 2018	N/A	N/A	In process	June 2018	N/A	N/A	A professional advisory group was convened to advance the campus-wide approach to professional development.
	M			1.3.2	3.1.6 The University will refine its process to support professional development and institute a reward program by December 2019	N/A	N/A	In process	June 2018	N/A	N/A	CCU will continue to consider and offer initiatives such as salary increases/bonuses for the receipt of applicable certificates, licenses, and degrees.
	M			1.3.3	3.3.1. The University will review and adjust the hiring process to ensure greater efficiency by December 31, 2017	N/A	N/A	In process	June 2018	N/A	N/A	The PeopleAdmin (SelectSuite) system was upgraded to increase functionality, including an onboarding component. Upgrades to the system include processes that shorten the time to hire new employees.
	S			1.4	Accessibility, Inclusion, Diversity							
	M			1.4.1	4.2.1 The University will hire a chief diversity and inclusion officer and develop a Diversity Council by December 2017	N/A	N/A	In process	June 2018	N/A	N/A	The University hired the assistant vice president for diversity and inclusion.
Public Infrastructure and Economic Development	G			2	Support University excellence by ensuring appropriate resources and infrastructure for its long-term viability							
	S			2.1	The CCU Story							
	M			2.1.1	5.3.1 Complete a comprehensive communication climate survey with staff, faculty, students, and administration by December 2016	N/A	N/A	In process	June 2018	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	The Communication Excellence Advisory Group was established and received the survey results. Next steps include the creation of focus groups.
	M			2.1.2	5.3.2 Develop an intranet that enables sharing of best practices and critical information by December 31, 2017	N/A	N/A	In process	June 2018	Intranet platform	Deployment of the portal as a beta version for students, faculty, and staff is scheduled for Fall 2018.	Work continues on the portal that has been developed to serve as a base for communication.
	S			2.2	Financial Stability and Infrastructure							

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Statewide Enterprise Strategic Objective	Type	Item #			Description	2017-18			Time Applicable	Data Source and Availability	Calculation Method	Meaningful Use of Measure
		Goal	Strategy	Measure		Base	Target	Actual				
	M			2.2.1	6.1.3 Increase the number of grant applications 30% by July 2019	96	200	161	June 2018	Grants management system	Number and type of grant applications submitted	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.
	M			2.2.2	6.1.4 Increase University endowment by a minimum of \$20,000,000 by 2020	\$ 39,536,841	\$ 53,444,541	\$ 44,657,033	2020	University Financial repository	The comparison of the endowment fund amount on July 1 compared to June 30 of the following year	CCU will continue to encourage donations through endowment campaigns and activities.
	M			2.2.3	6.2.1 Implement an aligned model of planning, budgeting, and assessment by June 2017	N/A	N/A	In process	June 2018	Campus Labs Software System	Implementation of the planning, budgeting and assessment system	Student Achievement Funding (SAF) program into the base University budget.

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Statewide Enterprise Strategic Objective	Type	Item #			Description	Base	2018-19		Time Applicable	Data Source and Availability	Calculation Method	Meaningful Use of Measure
		Goal	Strategy	Measure			Target	Actual				
Education, Training, and Human Development	G	1			Improve educational infrastructure to elevate levels of educational preparedness of every South Carolinian to lead a healthy and productive life, including success in a							
	S	1.1			Academic Excellence and Instructional Quality							
	M			1.1.1	1.1.1 Develop and implement a more comprehensive system for evaluating teaching effectiveness by June 2021	N/A	N/A		June 2019	N/A	N/A	A new set of faculty course evaluation questions was created based on research literature and administered in a pilot in 2017. Data analysis for the pilot results took place in Spring 2018 and the results will be presented to the Faculty Senate in Fall 2018. Measure will be a result of the Senate's actions and recommendations.
	M			1.1.2	1.4.2 Develop a more comprehensive process to evaluate timely degree completion and student success by July 2017	Six-year graduation rate 43.5%	Six-year graduation rate		July 2019	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	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%.
	M			1.1.3	1.4.5 Increase undergraduate student FTE population by 5% over 2015-16 by July 2019	9,721	10,208		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.	CCU will continue to offer innovative programs and curricula to increase undergraduate student enrollment.
	M			1.1.4	1.4.5 Increase graduate student FTE to 18% of the student population by July 2019	391	537		July 2019	Enrollment reports created internally and data submitted to SCCHE and IPEDS	Full-time enrollment (FTE)	CCU will continue to offer new graduate degree programs to satisfy student demands and increase graduate student enrollment.
	S			1.2	Student Excellence							
	M			1.2.1	2.1.1 Assess opportunities to improve the student experience and take action to address them on an annual basis	N/A	N/A		July 2019	N/A	N/A	CCU will continue to offer unique student opportunities in the form of undergraduate research, internships, and student engagement.

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Statewide Enterprise Strategic Objective	Type	Item #			Description	2018-19			Time Applicable	Data Source and Availability	Calculation Method	Meaningful Use of Measure
		Goal	Strategy	Measure		Base	Target	Actual				
	M			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	7,226	All degree-seeking students		Aug. 2019	Enrollment reports created internally and data submitted to SCCHE and IPEDS	Number of EL courses offered in the fall semester and the number of undergraduate students registered in	CCU will continue to offer a wide variety of EL courses for students to take as part of the graduation requirement.R19
	M			1.2.3	2.4.5 Increase international student enrollment to 3% of total student enrollment by January 2019	237	322		Jan. 2019	Ellucian Enterprise System – demographic indicator of home country	Number of students registered during the academic year and with a citizenship outside the United	CCU will continue to offer innovative programs and partnerships to increase international student enrollment.
	S		1.3		An Engaged Faculty and Staff							
	M			1.3.1	3.1.5 Advance a campus-wide approach to professional development by December 2018	N/A	N/A		June 2019	N/A	N/A	The activities of the professional advisory group will be assessed in how they relate to the campus advancement of professional development.
	M			1.3.2	3.1.6 The University will refine its process to support professional development and institute a reward program by December 2019	N/A	N/A		June 2019	N/A	N/A	CCU will continue to consider and offer initiatives such as salary increases/bonuses for the receipt of applicable certificates, licenses, and degrees.
	M			1.3.3	3.3.1. The University will review and adjust the hiring process to ensure greater efficiency by December 31, 2017	N/A	N/A		June 2019	N/A	N/A	Continued implementation of the PeopleAdmin (SelectSuite) system.
	S		1.4		Accessibility, Inclusion, Diversity							
	M			1.4.1	4.2.1 The University will hire a chief diversity and inclusion officer and develop a Diversity Council by December 2017	N/A	N/A		June 2019	N/A	N/A	Development of a Diversity Council.
Public Infrastructure and Economic Development	G	2			Support University excellence by ensuring appropriate resources and infrastructure for its long-term viability							
	S		2.1		The CCU Story							
	M			2.1.1	4.1.5 CCU will enhance recruitment and retention of students from underrepresented groups by expanding relationships with school districts, civic organizations and other entities	N/A	N/A		June 2019	Enrollment reports created internally and data submitted to SCCHE and IPEDS	Number of students from underrepresented groups registered and	Number of students from underrepresented groups registered and retained.
	M			2.1.2	5.3.1 Complete a comprehensive communication climate survey with staff, faculty, students, and administration by December 2016	N/A	N/A		June 2019	Comprehensive communication climate survey	N/A	The creation of focus groups and assessment of activities recommended.
	M			2.1.3	5.3.2 Develop an intranet that enables sharing of best practices and critical information by December 31, 2017	N/A	N/A		June 2019	Intranet platform	N/A	Continue development on the University portal.

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Statewide Enterprise Strategic Objective	Type	Item #			Description	2018-19			Time Applicable	Data Source and Availability	Calculation Method	Meaningful Use of Measure
		Goal	Strategy	Measure		Base	Target	Actual				
	S		2.2		Financial Stability and Infrastructure							
	M			2.2.1	6.1.3 Increase the number of grant applications 30% by July 2019	161	210		June 2019	Grants management system	Number and type of grant applications submitted	Continued improvement of support services for faculty and staff seeking grant funding.
	M			2.2.2	6.1.4 Increase University endowment by a minimum of \$20,000,000 by 2020	\$ 44,657,033	\$ 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	CCU will continue to encourage donations through endowment campaigns and activities.
	M			2.2.3	6.2.1 Implement an aligned model of planning, budgeting, and assessment by June 2017	N/A	N/A		June 2019	Campus Labs Software System	Implementation of the planning, budgeting and assessment system	Movement towards including the Student Achievement Funding (SAF) program into the base University budget.

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Program Template

Program/Title	Purpose	FY 2017-18 Expenditures (Actual)				FY 2018-19 Expenditures (Projected)				Associated Measure(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.	\$ 9,943,744	\$ 148,260,935	\$ -	\$ 158,204,679	\$ 10,810,990	\$ 139,090,240	\$ -	\$ 149,901,230	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.	\$ -	\$ 1,513,659	\$ 18,100,156	\$ 19,613,815	\$ -	\$ 9,043,054	\$ 20,921,489	\$ 29,964,543	1.1.2
II. AUXILIARY	Operate and maintain the University's Residence Life, Transportation Service, Food Service, Vending and Bookstore.	\$ -	\$ 14,483,635	\$ -	\$ 14,483,635	\$ -	\$ 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.	\$ 2,857,759	\$ 32,824,499	\$ 87,237	\$ 35,769,495	\$ 3,052,836	\$ 37,209,449	\$ 78,511	\$ 40,340,796	1.3.2
Totals		\$ 12,801,503	\$ 197,082,728	\$ 18,187,393	\$ 228,071,624	\$ 13,863,826	\$ 202,492,743	\$ 21,000,000	\$ 237,356,569	\$ -

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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 your agency must or may serve? (Y/N)	Does the law specify a product or service your agency must or may provide?	If yes, what type of service or product?	If other service or product, please specify what service or product.
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	59-101-50	State	Statute	The colleges and other institutions of learning of this State supported in whole or in part by the State shall receive as students those applicants residing within the State in preference to those residing without; provided, however, that the applications of those residing within the State shall be filed with the president or secretary of such college or institution of learning at least thirty days before the opening of such college or institution.	Yes	Yes	Other service or product our agency must/may provide	Education
3	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	Report our agency must/may provide	
4	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	Other service or product our agency must/may provide	Diploma
5	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		
6	59-101-170	State	Statute	Authorization to procure liability insurance at amounts deemed reasonable and necessary to their respective boards.	Yes	Yes	Distribute funding to another entity	
7	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	Report our agency must/may provide	
8	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	Board, commission, or committee on which someone from our agency must/may serve	
9	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	Board, commission, or committee on which someone from our agency must/may serve	
10	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	Other service or product our agency must/may provide	Education

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11	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	Report our agency must/may provide	
12	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	Yes	Report our agency must/may provide	
13	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	Report our agency must/may provide	
14	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	Report our agency must/may provide	
15	59-101-660	State	Statute	Annual audit and quality review process allows negotiation with preapproved public accountant firms.	Yes	Yes	Distribute funding to another entity	
16	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	Report our agency must/may provide	
17	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	Report our agency must/may provide	
18	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	Report our agency must/may provide	
19	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	Board, commission, or committee on which someone from our agency must/may serve	
20	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		

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21	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		
22	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	Board, commission, or committee on which someone from our agency must/may serve	
23	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	Board, commission, or committee on which someone from our agency must/may serve	
24	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		
25	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	Board, commission, or committee on which someone from our agency must/may serve	
26	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	Board, commission, or committee on which someone from our agency must/may serve	
27	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	Board, commission, or committee on which someone from our agency must/may serve	
28	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	Board, commission, or committee on which someone from our agency must/may serve	
29	59-136-340	State	Statute	Bonds tax exempt. Specifies that bonds must be exempt from state, county, municipal, and school taxes.	Yes	Yes	Board, commission, or committee on which someone from our agency must/may serve	

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30	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	Board, commission, or committee on which someone from our agency must/may serve	
31	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	Board, commission, or committee on which someone from our agency must/may serve	
32	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	Report our agency must/may provide	
33	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	Report our agency must/may provide	
34	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	Distribute funding to another entity	
35	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	Other service or product our agency must/may provide	Education
36	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	Report our agency must/may provide	

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Item #	Law Number	Jurisdiction	Type of Law	Statutory Requirement and/or Authority Granted	Does this law specify who your agency must or may serve? (Y/N)	Does the law specify a product or service your agency must or may provide?	If yes, what type of service or product?	If other service or product, please specify what service or product.
37	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	Report our agency must/may provide	
38	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	Report our agency must/may provide	
39	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	Report our agency must/may provide	

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Item #	Law Number	Jurisdiction	Type of Law	Statutory Requirement and/or Authority Granted	Does this law specify who your agency must or may serve? (Y/N)	Does the law specify a product or service your agency must or may provide?	If yes, what type of service or product?	If other service or product, please specify what service or product.
40	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	Report our agency must/may provide	
41	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	Other service or product our agency must/may provide	Expense reimbursement
42	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	Other service or product our agency must/may provide	Board per diem
43	Part IB 117.20	State	Proviso	Travel subsistence expenses shall be allowed with provisions.	Yes	Yes	Other service or product our agency must/may provide	Expense reimbursement
44	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	Report our agency must/may provide	
45	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	Report our agency must/may provide	
46	Part IB 117.26	State	Proviso	A travel report is submitted to the Comptroller General's Office annually.	Yes	Yes	Report our agency must/may provide	
47	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	Report our agency must/may provide	
48	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	Other service or product our agency must/may provide	Service fee

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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 your agency must or may serve? (Y/N)	Does the law specify a product or service your agency must or may provide?	If yes, what type of service or product?	If other service or product, please specify what service or product.
49	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	Report our agency must/may provide	
50	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	Report our agency must/may provide	
51	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	Report our agency must/may provide	
52	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	Other service or product our agency must/may provide	Bonuses
53	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	Report our agency must/may provide	
54	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.	No	No		

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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 your agency must or may serve? (Y/N)	Does the law specify a product or service your agency must or may provide?	If yes, what type of service or product?	If other service or product, please specify what service or product.
55	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	Report our agency must/may provide	
56	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	Report our agency must/may provide	
57	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	Report our agency must/may provide	
58	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	Report our agency must/may provide	
59	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	Report our agency must/may provide	
60	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	Other service or product our agency must/may provide	Education

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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 your agency must or may serve? (Y/N)	Does the law specify a product or service your agency must or may provide?	<i>If yes, what type of service or product?</i>	<i>If other service or product, please specify what service or product.</i>
61	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	Distribute funding to another entity	

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Divisions or Major Programs	Description	Service/Product Provided to Customers	Customer Segments	Specify only for the following Segments: (1) Industry: Name; (2) Professional Organization: Name; (3) Public: Demographics.
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	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 2017 semester.	Full- and part-time employment, some with benefits	General Public	Of full-time faculty, 57% male and 43% female. 55% 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 Goal(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 CCU.	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 and External Review Template

Item	Is this a Report, Review, or both?	Report or Review Name	Name of Entity Requesting the Report or Conducting Review	Type of Entity	Reporting Frequency	Current Fiscal Year: Submission Date or Review Timeline (MM/DD/YYYY)	Summary of Information Requested in the Report or Reviewed	Method to Access the Report or Information from the Review
1	External Review and Report	CAFR	South Carolina Comptroller General	State	Annually	September 1, 2017	Provides annual financial reporting to the Comptroller General's Office	http://www.coastal.edu/media/2015ccuwebsite/content/assets/documents/financeandadministration/reports/cafr/2017%20CAFR%20Book%20tagged.pdf
2	External Review and Report	Commission on Higher Education Management Information System (CHEMIS) Data	South Carolina Commission on Higher Education (SCCHE)	State	Quarterly	August 14, 2017	Data for enrollment, identifiers, disbursements, and courses	http://www.che.sc.gov/DataPublications/SearchtheCHEDocumentCatalog.aspx
3	External Review and Report	CHEMIS Data	SCCHE	State	Quarterly	October 30, 2017	Data for enrollment, identifiers, disbursements, courses, and facilities	
4	External Review and Report	CHEMIS Data	SCCHE	State	Quarterly	March 31, 2018	Data for enrollment, identifiers, disbursements, and courses	
5	External Review and Report	CHEMIS Data	SCCHE	State	Quarterly	August 15, 2017	Data for enrollment, identifiers, and courses	
6	External Review and Report	CHEMIS Data	SCCHE	State	Annually	September 30, 2017	Data for completions	
7	External Review and Report	CHEMIS Data	SCCHE	State	Annually	November 30, 2017	Data for faculty	
8	External Review and Report	CHEMIS Data	SCCHE	State	Quarterly	August 21, 2017	Data for CHE14 A, B, & C	
9	External Review and Report	CHEMIS Data	SCCHE	State	Quarterly	November 13, 2017	Data for CHE14 A, B, & C	
10	External Review and Report	CHEMIS Data	SCCHE	State	Quarterly	April 10, 2018	Data for CHE14 A, B, & C	
11	External Review and Report	CHEMIS Data	SCCHE	State	Quarterly	August 22, 2018	Data for CHE14 A, B, & C	
12	External Review and Report	CHEMIS Data	SCCHE	State	Quarterly	June 17, 2018	Data for disbursements	
13	External Review only	Clery Report	Clery Center for Security on Campus	Outside Organization	Annually	October 1, 2017	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	External Review and Report	Equity in Athletics Disclosure Act (EADA) Report	United States Department of Education (DOE)	Federal	Annually	October 30, 2017	Athletics data that are submitted annually as required by the Equity in Athletics Disclosure Act	http://ope.ed.gov/athletics/#/institution/search
15	External Review and Report	Institutional Effectiveness Report	South Carolina Commission on Higher Education (SCCHE)	State	Annually	August 1, 2017	Student Pass rates on professional examinations	https://www.coastal.edu/iraa/studentdata/ie/
16	External Review and Report	Integrated Postsecondary Education Data System (IPEDS)	National Center for Education Statistics (NCES)	Federal	Quarterly	October 19, 2017	Institutional characteristics, completions, 12-month enrollment	http://nces.ed.gov/IPEDS/datacenter/
17	External Review and Report	Integrated Postsecondary Education Data System (IPEDS)	National Center for Education Statistics (NCES)	Federal	Quarterly	February 15, 2018	Student financial aid, graduation rates, 200% graduation rates, admissions, outcome measures	
18	External Review and Report	Integrated Postsecondary Education Data System (IPEDS)	National Center for Education Statistics (NCES)	Federal	Quarterly	April 12, 2018	Fall enrollment, finance, human resources, academic libraries	
19	External Review and Report	National Collegiate Athletic Association (NCAA) Student-Athlete Graduation Success Rate Report	NCAA	Outside Organization	Annually	June 1, 2018	Student-athlete completion rates	https://www.coastal.edu/financialaid/generalinformation/heoa/athleticaidheoadisclosures/

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Item	Is this a Report, Review, or both?	Report or Review Name	Name of Entity Requesting the Report or Conducting Review	Type of Entity	Reporting Frequency	Current Fiscal Year: Submission Date or Review Timeline (MM/DD/YYYY)	Summary of Information Requested in the Report or Reviewed	Method to Access the Report or Information from the Review
20	External Review and Report	NCAA Financial Reporting	NCAA	Outside Organization	Annually	January 15, 2018	Reporting on participating sports, coaching and staff salaries, revenues and expenses	https://www.coastal.edu/media/2015ccuwebsite/contentassets/documents/financeandadministration/reports/athleticsprogramreports/NCAA%20Intercollegiate%20Athletics%20Program%20Report%20-%202017.pdf
21	External Review and Report	Title II	DOE	Federal	Annually	Nov. 3, 2017	Education program graduates' aggregate pass rates and single assessment pass rates on state certification assessments	https://www.coastal.edu/iraa/studentdata/titleii/