

AGENCY NAME:	COASTAL CAROLINA UNIVERSITY		
AGENCY CODE:	H170	SECTION:	016

Fiscal Year 2020–2021 Accountability Report

SUBMISSION FORM

I have reviewed and approved the data submitted by the agency in the following online forms:

- Reorganization and Compliance
- Strategic Plan Results
- Strategic Plan Development
- Legal
- Services
- Partnerships
- Report or Review

I have reviewed and approved the financial report summarizing the agency’s budget and actual expenditures, as entered by the agency into the South Carolina Enterprise Information System.

The information submitted is complete and accurate to the extent of my knowledge.

AGENCY DIRECTOR (SIGN AND DATE):	Signature on file.
(TYPE/PRINT NAME):	Dr. Michael Benson

BOARD/CMSN CHAIR (SIGN AND DATE):	Signature on file.
(TYPE/PRINT NAME):	H. Delan Stevens

FY 2020-2021 Agency Accountability Report
Reorganization and Compliance Responses:

These responses were submitted for the FY 2020-2021 Accountability Report by the

COASTAL CAROLINA UNIVERSITY

Primary Contact:

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Secondary Contact

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Agency Mission

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.

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.

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.

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.

Adopted in: 2015

Agency Vision

To become the public comprehensive university of choice in South Carolina.

Adopted in: 2007

Recommendations for reorganization requiring legislative change.

No

Please list significant events related to the agency that occurred in FY 2020-2021.

Month Started	Month Ended	Description of Event	Agency Measures Impacted	Other Impacts
June		Created Student Success, Enrollment Management, and Student Affairs division	Centralize student service functions that complement the academic mission; allow Provost to focus on academic affairs	
June		Created Advancement and Alumni Engagement division	Effectively lead fundraising efforts	
June		Combined divisions to form Intercollegiate Athletics and University Recreation division	Enhance athletic and recreation facilities and programs for the benefit of our students and campus community	
June		Separated Office of Human Resources from Office of University Counsel	Ensure our Human Resources operation represents the best of industry standards; allow legal counsel to focus attention on the management of legal affairs	

These responses were submitted for the FY 2020-2021 Accountability Report by the

COASTAL CAROLINA UNIVERSITY

Does the agency intend to make any other major reorganization to divisions, departments, or programs to allow the agency to operate more effectively and efficiently in FY 2021-22?

Note: It is not recommended that agencies plan major reorganization projects every year. This section should remain blank unless there is a need for reorganization.

No

Is the agency in compliance with S.C. Code Ann. § 2-1-220, which requires submission of certain reports to the Legislative Services Agency for publication online and the State Library? See also S.C. Code Ann. § 60-2-20.

Yes

If not, please explain why.

Is the agency in compliance with various requirements to transfer its records, including electronic ones, to the Department of Archives and History? See the Public Records Act (S.C. Code Ann. § 20-1-10 through 20-1-180) and the South Carolina Uniform Electronic Transactions Act (S.C. Code Ann. § 26-6-10 through 26-10-210).

Yes

Does the law allow the agency to promulgate regulations?

No

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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 currently offers baccalaureate degrees in 106 major fields of study, including degrees and specialized degree concentrations and offers 29 master’s, two educational specialist, and two doctoral degrees. The CCU Fall 2020 combined undergraduate and graduate student enrollment was 10,118 while Fall 2020 preliminary enrollment currently stands at 10,275 students.

The University comprises 115 main buildings on the walkable campus and the General James Hackler Golf Course at Coastal Carolina University. A 1,105-acre tract that includes a portion of Waties Island provides a natural laboratory for extensive study in marine science and wetlands biology on an Atlantic coast barrier island.

CCU’s focus is establishing a reputation for providing excellent value and outstanding quality in educational programming. The main goal of the “High-Impact Engagement: The Coastal Carolina University 2016 - 2021 Strategic Plan” is to guide the institution through 2016-2021.

Total revenues reported in fiscal year 2021, were \$248,809,843. Student tuition and fees made up 53 percent of that revenue, or \$132,026,784. Gifts and grants were 19 percent or \$48,062,172; sales and services were 10 percent or \$25,639,658; scholarships, contracts, and grants were 8% or \$20,570,726; and state appropriations and other non-operating and miscellaneous revenues accounted for the remaining 10 percent of revenues recognized this fiscal year.

Financial Highlights

- The prime reserve ratio is a measure of how poised an institution is to handle uncertainty and is derived by dividing expendable net position by total expenses. Over the last year, the University has increased its prime reserve ratio to 52 percent, which represents a 12-point improvement from last fiscal year. This helps position the University to navigate the Coronavirus pandemic in the upcoming year.
- 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 2.98:1 in fiscal year 2020 to 4.36:1 in fiscal year 2021.
- Total debt service coverage ratio gauges an organization’s ability to pay its current debt obligations. The University calculates its total debt service coverage ratio by taking the change in net position (excluding the effects from net pension and other postemployment benefit liabilities), adding back depreciation, interest, and other bond costs, and dividing that number by total debt service for the year. Through a reduction in both operating expenses and annual debt service, the University improved its coverage ratio to 4.45 in fiscal year 2021, which is 1.99 more than the fiscal year 2020 ratio of 2.46.
- The State of South made federal Coronavirus Relief Funds (CRF) available to colleges and universities during fiscal year 2021. The University successfully applied for and recovered over \$14 million in pandemic related expenses. Furthermore, the Coronavirus Response and Relief Supplemental Appropriations (CRRSA) Act provided \$15.4 million in additional Higher Education Emergency Relief Funds (HEERF) to the University, of which \$5 million was awarded to students as financial aid grants.

Due to the COVID-19 pandemic, prior to the start of fiscal year 2021, the General Assembly passed a continuing budget resolution (Act 135) to fund state government at the 2019-2020 levels during fiscal year 2021. In addition to consistent funding from the State, the University also received appropriations from both Horry and Georgetown Counties in the amount of \$1,369,280 and \$147,000, respectively. Coastal Carolina University also receives an allocation from the Horry County one-cent sales tax, providing \$12,640,661 during fiscal year 2021 to be used for capital improvements. These local appropriations 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 also committed to financial viability and managed growth. Total Fall 2020 enrollment was 10,181, representing a 2.98% (303 students) decrease over the previous fall and a 2% increase since Fall 2014 enrollment of 9,976. Total full-time equivalency (FTE) enrollment for Fall 2020 of 9,527 represented a 4% decrease over the previous fall and a 1.11% growth since Fall 2014 (total FTE of 9,421).

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Academic year 2021-2022 tuition rates remain the same as the prior two academic years. For an in-state undergraduate, tuition is set at \$5,820 per semester. Out-of-state undergraduate tuition is set at \$13,697 per semester. CCU tuition remains below the average rate of higher education offered by South Carolina four-year public institutions.

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 increase and funding declines, operational efficiencies and cost management become key to a University accomplishing its mission and goals of providing a quality student experience. The University Committee on Strategic Management continues to oversee the implementation of the Strategic Plan as is charged:

- Annually review the progress on Strategic Plan by identifying and evaluating 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.

The strategic planning, budgeting, and assessment process allows the University to flexibly respond to present and future initiatives with the innovative approaches that are required due to limited resources. Planning for the University’s future and the accomplishments 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 to:

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. Legislate expanding the 4% cap on scholarships
 - a. 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 abilities to reach this goal.

Restructuring Recommendations – CCU’s administration continuously looks for ways to be more effective in meeting the needs of campus constituents in a cost-effective manner. During 2020-2021, the President made reorganizational changes to not only streamline administrative functions, but also reduce the costs of administration, thus allowing for further investment in faculty and staff and providing more resources to the entire campus community.

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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.

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.

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

Activities –

- The new course evaluation instrument has been in use since Spring 2020 without change.

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.

Result – 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%, and Six-year graduation rate – 56%.

Activities –

- During 2020-2021 major terms, over 25,000 notifications were generated by 499 unique faculty and staff using the early alert system, Beacon. The majority of these notifications were updates, which are used by advisors to maintain notes and communicate with other users on the student’s network.

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 2019 undergraduate FTE was 9,183, while the total Fall 2018 undergraduate FTE was 9,531. This represents a decrease of 3.79% in undergraduate student FTE from Fall 2019 to Fall 2020. These figures were impacted by COVID-19. For instance, total undergraduate headcount fell to 9,500 in Fall 2020 from 9,760 in Fall 2019.

Activities –

CCU engaged in a series of high-quality innovative programs to increase undergraduate student success including:

- Continuing use of the Coastal Student Success Center to include the Academic Coaching Experience Department and SOAR Program, the Mathematics Learning Center, Writing Center, and the following programs: CINO Accelerate, Coastal Excellence and Leadership ‘CEaL’ Program, and Bridge Program. Staff to support these efforts were hired, courses were created and taught, as well as workshops and presentations conducted.
- A partnership agreement with the South Carolina Technical College System designed to enhance the seamless transfer of students and graduates from the 16 technical colleges in South Carolina to CCU. This agreement works to increase and encourage access to baccalaureate education for two-year college students, including minority and other underrepresented populations.

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- The introduction of Beacon allowing individuals that frequently interact with a student the ability to identify trends inside and outside of the classroom.
- Curricula additions during the 2020-2021 Academic Year included 5 new programs in music education, religious studies, visual communication design visual arts, and sustainability and coastal resilience.

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 2020 graduate student FTE was 344, which represented 3.6% of the total FTE enrollment for Fall 2020. The total Fall 2019 graduate student FTE was 382, which represented 3.9% of the total FTE enrollment for Fall 2019.

Activities –

- Graduate studies had no curricula additions during the 2020-2021 Academic Year but continue to explore and investigate potential additions to increase enrollment and retention.

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.

Result – During the 2020-2021 academic year, unique student opportunities were offered in the form of undergraduate research, internships, and student engagement.

Activities –

Undergraduate Research

- Restrictions to research activities due to the COVID-19 pandemic reduced but did not eliminate the activity of CCU Undergraduate Research Fellows compared to previous years. The research fellows programs for both the Edwards College of Humanities and Fine Arts (COHFA) and the Wall College of Business (WCOB) program continued to operate at nearly full capacity during the year, with 12 new and 23 total fellows in COHFA and 8 new and 15 total fellows in WCOB. The Gupta College of Science did not add any new research fellows during the year, but it did have 8-10 continuing fellows, while no additional or continuing Research Fellows participated from the Honors Program or the Spadoni College of Education during the 2020-21 academic year.
- Just over 100 Research Resumption Plans were approved to allow limited field or indoor research to continue under COVID-19 restrictions. Of these, 60 projects included undergraduate student researchers, with a total of 231 undergraduate researchers participating.
- Over 100 undergraduate student research presentations representing 29 different majors were given during the annual CCU Undergraduate Research Competition in April.

Internships

- In the Fall 2020 and Spring 2021 semesters, 1,657 students enrolled in internship courses for credit: a 3.9% decrease from 2019-2020 participation.

Student Engagement

- The fourth program within the CINO Leadership Series, “CINO Legacy,” had its first sessions. This program strives to give seniors career, personal, and leadership skills that will help them as they begin life after college.
- The Office of Student Activities and Leadership successfully transitioned many of their programs to the online format, reaching both students that were local and those that chose to be remote during the

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2020-2021 academic year. Some highlights included the Coastal Activities Board “Drag Bingo” and various homecoming events including a well-attended online trivia night.

- In Fall of 2020, Student Transitions and Family Programs’ Coordinator for Leadership Development supported ChantsVote, which registered 683 users with the TurboVote voter engagement tool and assisted almost 400 users to register to vote in 2020. In addition, family members and transfer students were virtually engaged in October for a Fall Family Week and Transfer Week.
- In January 2021, Student Transitions and Family Programs piloted a new peer mentoring program for new students. Thirty spring semester admits opted into the program and were mentored by six peer mentors who facilitated weekly check-in meetings.
- In Summer 2021, Student Transitions and Family Programs welcomed and transitioned the largest incoming class at CCU (approximately 3,200 students) through three program modalities (asynchronous online, synchronous virtual, and synchronous in-person) in response to COVID 19. After providing orientation programming virtually in 2020, over 1,600 new students chose to complete their synchronous orientation experience in-person.

Campus Expansion

- During the 2020 academic year, the University did not proceed with any Capital Projects due to the financial instability throughout the university, state and country.
- The University’s Board of Trustees approved: The Library Learning Complex and the Phase II approvals and The renovation of Kimbel Library.
- During early part of 2020, the COVID pandemic took precedent during the Spring, Summer, and the Fall semester of 2020. University staff fabricated and installed over 275 specialized design plexi glass sneeze guards; fabricated and installed over 511 sanitization stations; and designed, fabricated, and installed over 4,000 decals for physical distancing on desks, tables, chairs, floors walls, exterior doors etc. throughout campus.
- The University was also able to complete several renovation projects including: Coastal Band Hall, the Intel Lab, and University Place.

Objective 1.2.2 – Require all degree-seeking students to participate in one of the specified types of Experiential Learning (EL) for course credit.

CCU Strategic Objective 2.1.3 – The University will require all students to participate in one of the following types of EL (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.

Result – During 2019-2020, the Faculty Senate voted to remove EL as a graduation requirement, but EL courses are still offered to interested students.

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

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

Result - In Fall 2020, CCU had a total of 192 international students (1.9% of total student enrollment) from 57 countries enrolled.

Activities –

- For 2020-21, total international applications increased by 65.25% with largest gains in freshman apps (103%) and Exchange apps (280%* this is a much smaller number that Freshman so the percentage is inflated). Moved to student enrollees increased 36.36% over last fall to a total of 63, three of whom were accepted into the CEaL program.
- A five-year comparison depicts total applications of 233 and 63 moved to student in an upward trend approaching the highest recorded levels of 2016 and 2017 for both total applications and total moved to student, which were 278 and 85 and 269 and 74 respectively. The percentage of accepted students to those who enrolled (moved to student) continued in an upward trajectory indicating efficiency in processes and communication with accepted students improving conversion rates an all-time high of 77%.

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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.

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

Result – A professional advisory group (PDAG) consisting of 18 members; 15 employees and three community partners, convened for a second year to advance the campus-wide approach to professional development.

Activities –

- The committee completed their objectives in offering more professional development opportunities to faculty and staff. The efforts and programs initiated by the committee are still being offered.

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

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.

Result – Due to COVID-19’s impacts, the departments overseeing professional development have undergone a restructuring. A committee has been formed by the departments and University administration to determine the future of professional development moving forward at the University.

Objective 1.3.3 – The University will review and adjust the hiring process to ensure greater efficiency.

CCU Strategic Objective 3.3.1. - The University will review and adjust the hiring process to ensure greater efficiency.

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 –

- April 2020 – Electronic Onboarding is now in production. Staff of HR Employment initiate and onboarding event for new-hires and the prospective employee is able to complete all required paperwork electronically before arriving on campus.
- The upgrade to the PeopleAdmin system is 100% 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.

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.

Result – The University hired the assistant vice president for diversity and inclusion in August 2018. This is a new position that was developed to advance campus efforts to operate as an inclusive institution. In July 2019, the position was elevated to vice president for diversity, equity and inclusion reporting directly to the University President.

Activities –

- The AID Strategic Plan is was endorsed by all governing bodies (Faculty Senate, Staff Senate and Student Government Association) and implemented in October 2020.
- Diversity Dashboards were developed in partnership with Institutional Research, Assessment and Analysis and made public in July 2021 to display the demographic composition of students, faculty, and staff at Coastal Carolina University.

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.

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Objective 2.1.1 – Enhance recruitment and retention of students from underrepresented groups.

CCU Strategic Objective 4.1.5 - The University will enhance recruitment and retention of students from underrepresented groups by expanding relationships with school districts, civic organizations, and other entities.

Result – Efforts are continually made and updated to enhance recruitment and retention of students from underrepresented groups.

Activities–

- Initiatives that the University participates in for the recruitment of underrepresented populations (e.g., minority, low SES, and first generation) include:
 - South Carolina Commission of Higher Education College Application Day programs. Staff attends the programs to assist students in completing the application and the University application fee is waived.
 - Recruitment materials provided to churches hosting college fairs. These are predominately churches with large populations of underrepresented students. Admissions staff attends recruitment events sponsored by historically Black fraternities and sororities, as well as attend college fairs at local churches.
 - Application fee waivers provided to any student with financial need as demonstrated through a College Board/ACT/NACAC fee waiver as well as for students on free/reduced lunch.
 - Communicate to South Carolina Pell grant students the opportunity to have their enrollment fee deferred to their bill and not paid in advance. Students can qualify to have their housing and orientation fees deferred. Out-of-state Pell grant students can request deferrals of these fees.
 - Host special campus tour programs for TRIO, Gear Up, and Upward Bound groups.—did not happen during COVID but bring back for this recruiting cycle.
 - The Top 10% Guarantee program provides guaranteed admission to any South Carolina high school students in the top 10% of their class regardless of test scores.
 - A test optional admissions program was implemented in Fall 2021 and will continue into the future which will broaden access for underrepresented students who don't have the ability to test or who perform below average on standardized tests.

Objective 2.1.2 – Complete a comprehensive communication climate survey with staff, faculty, students, and administration.

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

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

Activities –

- Due to unexpected staffing changes, the survey implementation process was placed on a temporary hold.

Objective 2.1.3 – Develop an intranet that enables sharing of best practices and critical information.

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. The intranet will serve as a one-stop archival location for University staff and faculty seeking clear and accurate reporting on campus activities and decisions and dissemination of critical and operational information while providing the opportunity for feedback and questions.

Result – Microsoft Office 365 services collaborative environments were implemented. Ellucian Experience is in the implementation process.

Activities –

- Microsoft Office 365 and Microsoft Teams, previously implemented, continue to provide critical services, including file-sharing applications and collaboration tools for our Coastal Carolina University faculty and staff.
- In 2020, the University implemented Zoom due to the COVID-19 pandemic to provide additional means for meetings, sharing information, and collaboration.

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- Once successfully implemented, Ellucian Experience will be the primary portal for all students, faculty, and staff to access services and resources at the University. However, faculty and staff will continue to utilize the aforementioned resources.

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%.

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.

Result – The number of grant applications submitted in FY 2020-2021 was 121*, which represents a decrease of 10%* from the 2019-2020 submissions, but with 13 fewer proposals, the requested funding increased by 62%.

*Includes 27 internal Professional Enhancement Grant submissions.

Activities –

- Improve support services for faculty and staff.
 - Fully train faculty and staff on the newly implemented electronic grants management system to allow for a more streamlined proposal preparation, review, and approval process as well as increased access to award documents in a single location for stakeholders across the campus.
 - 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 expanded services to faculty and staff who receive grant awards to manage their fiscal matters to allow them to focus on their research or programmatic activity through our Grants Business Assistant.
 - 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.

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

CCU Strategic Objective 6.1.4 – The University will increase its endowment by a minimum of \$20,000,000 by Fiscal Year 2023.

Result – The balance of the endowment totaled \$68,566,708 for the FY 2020-2021. 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, and, having raised more than \$22 million, this phase of the campaign closed early. Phase II of the campaign, with the goal of raising an additional \$20 million by 2023, began in the Fall of 2018, but ended early in summer of 2020 due to a university wide reduction in force of the entire Office for Philanthropy and fundraising team.

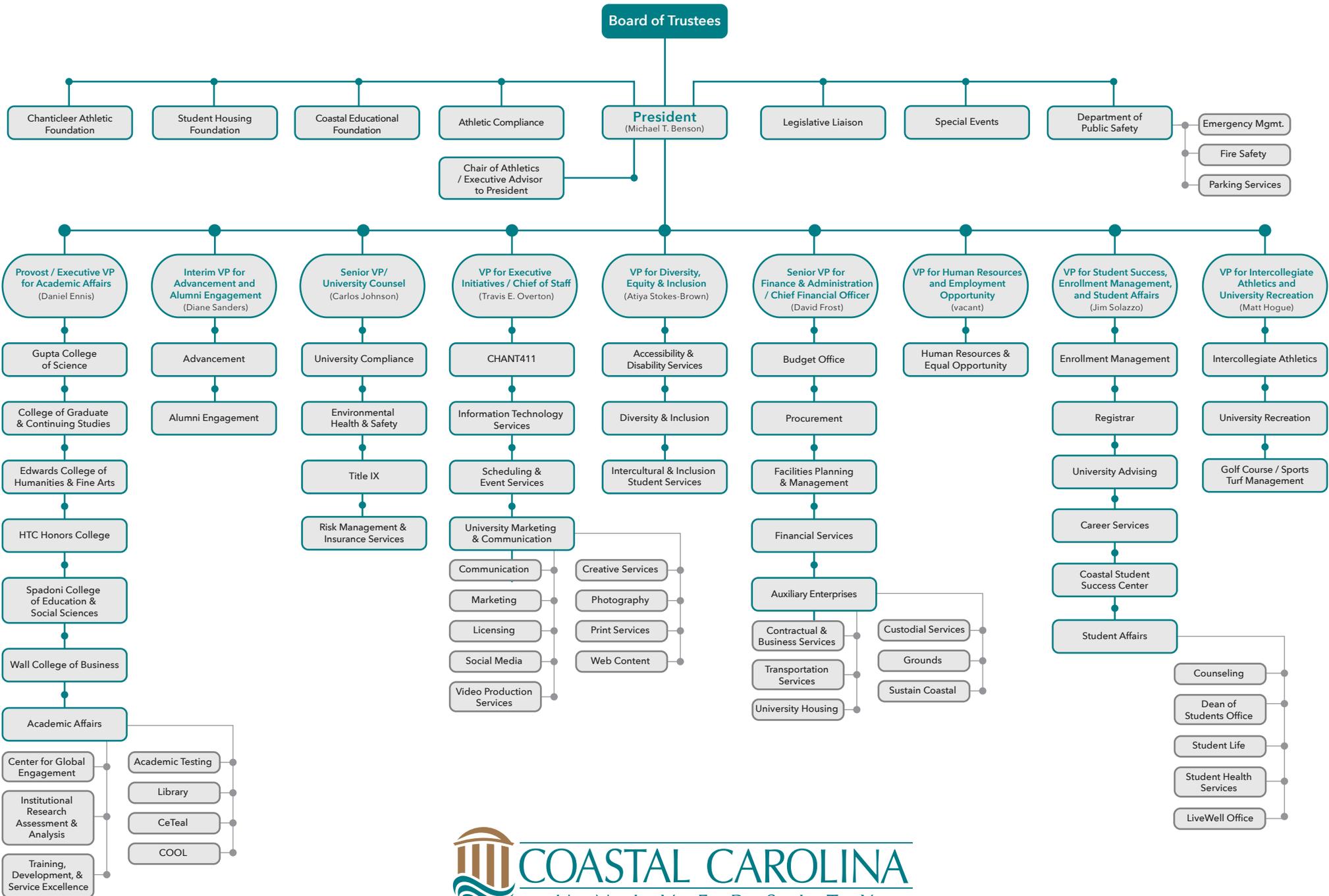
Activities –

- Giving Teal Tuesday (Nov. 10, 2020) – This was a 24 hour day of giving that is held annually. During that time period CCU raised \$14,566.00.
- Boots and Bronze (June 4, 2021) – This annual fundraising event raised \$17,043.00 through tickets sales, donations and silent auction with all proceeds going to support six different endowed scholarships within the Alumni Association.
- Brick Campaign – During the FY 2020-2021, 63 bricks were sold and installed on the alumni walkway.

Objective 2.2.3 – Implement an aligned model of planning, budgeting, and assessment.

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.

Result – Due to budgetary constraints resulting from COVID-19, 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.



Functional Organizational Chart
(as of 07/01/2021)

FY2020-21 Strategic Plan:

These responses were submitted for the FY 2020-2021 Accountability Report by the
COASTAL CAROLINA UNIVERSITY

Goal Improve educational infrastructure to elevate levels of educational preparedness of every South Carolinian to lead a healthy and productive life, including success in a job or career in the community.

Strategy 1.1 Academic Excellence and Instructional Quality Statewide Enterprise Objective

Academic Excellence and Instructional Quality Education, Training, and Human Development

Measure Number	Description	Base	Target	Actual	Value Type	Desired Outcome	Time Applicable	Calculation Method	Data Source	Data Location	Primary Stakeholder	Stakeholder Need Satisfied	State Funded Program Number Responsible	Notes
1.1.1	1.1.1 Develop and implement a more comprehensive system for evaluating teaching effectiveness by June 2021	0%	100%	100%	Percent Complete	complete	State Fiscal Year (July 1 - June 30).	Percent of system implemented as determined by the agency	Project management documentation	With the department who tracks completion of the measure	Instructors and decision-makers in charge of teacher effectiveness and the students directly impacted by the results.	University Faculty, Administrators, and Students	0200.010100.000	
1.1.2	1.4.2 Develop a more comprehensive process to evaluate timely degree completion and student success by July 2017 to increase the six-year on-time graduation rate.	44%	56%	46%	Percent	equal to or greater than	State Fiscal Year (July 1 - June 30).	6-year graduation rate of first-time, full-time freshmen	Completion reports created internally and data submitted to the South Carolina Commission on Higher Education (SCCHE) and the Integrated Postsecondary Education Data System (IPEDS)	With the department who tracks completion of the measure	Students enrolled at the University.	Students	0200.010100.000	
1.1.3	1.4.5 Increase undergraduate student FTE population by 5% over 2015-16 by July 2019	9721	10208	9183	Count	equal to or greater than	State Fiscal Year (July 1 - June 30).	Number of undergraduate students registered the fall semester in credit bearing courses.	Enrollment reports created internally and data submitted to SCCHE and IPEDS	With the department who tracks completion of the measure	Undergraduate students enrolled at the University.	Undergraduate Students	0200.010100.000	
1.1.4	1.4.5 Increase graduate student FTE to 18% of the student population by July 2019	391	537	344	Count	equal to or greater than	State Fiscal Year (July 1 - June 30).	Full-time enrollment (FTE)	Enrollment reports created internally and data submitted to SCCHE and IPEDS	With the department who tracks completion of the measure	Graduate students enrolled at the University.	Graduate Students	0200.010100.000	

Goal Improve educational infrastructure to elevate levels of educational preparedness of every South Carolinian to lead a healthy and productive life, including success in a job or career in the community.

Strategy 1.2 **Statewide Enterprise Objective**

Student Excellence Education, Training, and Human Development

Measure Number	Description	Base	Target	Actual	Value Type	Desired Outcome	Time Applicable	Calculation Method	Data Source	Data Location	Primary Stakeholder	Stakeholder Need Satisfied	State Funded Program Number Responsible	Notes
1.2.1	2.1.1 Assess opportunities to improve the student experience and take action to address them on an annual basis	0%	100%	100%	Percent Complete	complete	State Fiscal Year (July 1 - June 30).	Percent of system implemented as determined by the agency	Project management documentation	With the department who tracks completion of the measure	Students enrolled at the University.	Students	0200.010100.000	
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	0%	100%	100%	Percent Complete	complete	State Fiscal Year (July 1 - June 30).	Number of EL courses offered in the fall semester and the number of undergraduate students registered in these courses.	Enrollment reports created internally and data submitted to SCCHE and IPEDS	With the department who tracks completion of the measure	Students enrolled at the University.	Students	0200.010100.000	
1.2.3	2.4.5 Increase international student enrollment to 3% of total student enrollment by January 2019	237	322	192	Count	equal to or greater than	State Fiscal Year (July 1 - June 30).	Number of students registered during the academic year and with a citizenship outside the United States	Ellucian Enterprise System – demographic indicator of home country	With the department who tracks completion of the measure	International students enrolled at the University.	International students	0200.010100.000	

Goal Improve educational infrastructure to elevate levels of educational preparedness of every South Carolinian to lead a healthy and productive life, including success in a job or career in the community.														
Strategy 1.3										Statewide Enterprise Objective				
An Engaged Faculty and Staff										Education, Training, and Human Development				
Measure Number	Description	Base	Target	Actual	Value Type	Desired Outcome	Time Applicable	Calculation Method	Data Source	Data Location	Primary Stakeholder	Stakeholder Need Satisfied	State Funded Program Number Responsible	Notes
1.3.1	3.1.5 Advance a campus-wide approach to professional development by December 2018	0%	100%	100%	Percent Complete	complete	State Fiscal Year (July 1 - June 30).	Percent of system implemented as determined by the agency	Professional advisory group (PDAG)	With the department who tracks completion of the measure	Faculty and Staff employed at the University.	University Faculty and Staff	0200.010100.000	
1.3.2	3.1.6 The University will refine its process to support professional development and institute a reward program by December 2019	0%	100%	100%	Percent Complete	complete	State Fiscal Year (July 1 - June 30).	Percent of system implemented as determined by the agency	Human Resources and Equal Opportunity	With the department who tracks completion of the measure	Faculty and Staff employed at the University.	University Faculty and Staff	0200.010100.000	
1.3.3	3.3.1. The University will review and adjust the hiring process to ensure greater efficiency by December 31, 2017	0%	100%	100%	Percent Complete	complete	Calendar Year (January 1 - December 31)	Percent of system implemented as determined by the agency	Human Resources and Equal Opportunity	With the department who tracks completion of the measure	All personnel employed at the University	University employees	0200.010100.000	

FY 2020-2021 Agency Accountability Report
FY2021-22 Strategic Plan:

These responses were submitted for the FY 2020-2021 Accountability Report by the
COASTAL CAROLINA UNIVERSITY

Goal Improve educational infrastructure to elevate levels of educational preparedness of every South Carolinian to lead a healthy and productive life, including success in a job or career in the community.

Strategy 1.1 **Statewide Enterprise Objective**

Academic Excellence and Instructional Quality Education, Training, and Human Development

Measure Number	Description	Base	Target	Actual	Value Type	Desired Outcome	Time Applicable	Calculation Method	Data Source	Data Location	Primary Stakeholder	Stakeholder Need Satisfied	State Funded Program Number Responsible	Notes
1.1.1	1.1.1 Develop and implement a more comprehensive system for evaluating teaching effectiveness by June 2021	100%	100%		Percent Complete	complete	State Fiscal Year (July 1 - June 30).	Percent of system implemented as determined by the agency	Project management documentation	With the department who tracks completion of the measure	Instructors and decision-makers in charge of teacher effectiveness and the students directly impacted by the results.	University Faculty, Administrators, and Students	0200.010100.000	
1.1.2	1.4.2 Develop a more comprehensive process to evaluate timely degree completion and student success by July 2017 to increase the six-year on-time graduation rate.	46%	56%		Percent	equal to or greater than	State Fiscal Year (July 1 - June 30).	6-year graduation rate of first-time, full-time freshmen	Completion reports created internally and data submitted to the South Carolina Commission on Higher Education (SCCHE) and the Integrated Postsecondary Education Data System (IPEDS)	With the department who tracks completion of the measure	Students enrolled at the University.	Students	0200.010100.000	
1.1.3	1.4.5 Increase undergraduate student FTE population by 5% over 2015-16 by July 2019	9183	10208		Count	equal to or greater than	State Fiscal Year (July 1 - June 30).	Number of undergraduate students registered the fall semester in credit bearing courses.	Enrollment reports created internally and data submitted to SCCHE and IPEDS	With the department who tracks completion of the measure	Undergraduate students enrolled at the University.	Undergraduate Students	0200.010100.000	
1.1.4	1.4.5 Increase graduate student FTE to 18% of the student population by July 2019	344	537		Count	equal to or greater than	State Fiscal Year (July 1 - June 30).	Full-time enrollment (FTE)	Enrollment reports created internally and data submitted to SCCHE and IPEDS	With the department who tracks completion of the measure	Graduate students enrolled at the University.	Graduate Students	0200.010100.000	

FY 2020-2021 Agency Accountability Report
Budget Responses:

These responses were submitted for the FY 2020-2021 Accountability Report by the
COASTAL CAROLINA UNIVERSITY

			FY 2020-21 Expenditures (Actual)				FY 2021-22 Expenditures (Projected)			
State Funded Program Number	State Funded Program Title	Description of State Funded Program	General	Other	Federal	TOTAL	General	Other	Federal	TOTAL
0200.010100.000	E&G-Unrestricted	Providing high quality educational programs that are aligned with available resources to meet the needs of our constituencies.	\$13,227,909.00	\$114,164,659.00		\$127,392,568.00	\$15,494,660.00	\$131,701,804.00		\$147,196,464.00
0200.050100.000	E&G-Restricted	Providing direct support of the University's mission, these resources provide teaching and research opportunities for our students and faculty. These funding resources have stipulations placed on them by external agencies or donors.		\$975,360.00	\$9,805,104.00	\$10,780,464.00		\$994,867.00	\$10,001,206.00	\$10,996,073.00
0201.010300X000	Scholarships	Providing direct support of the University's mission, these external resources afford scholarship opportunities for our students.		\$12,244,089.00		\$12,244,089.00		\$13,468,498.00		\$13,468,498.00
0201.050300X000	Scholarships	Providing direct support of the University's mission, these resources afford scholarship opportunities for our students. This funding is provided by federal sources.			\$20,102,367.00	\$20,102,367.00			\$20,504,414.00	\$20,504,414.00
0304.000000.000	Auxiliary Enterprises	Self-supporting activities to operate and maintain University Housing, Transportation Services, Campus Sustainability, Custodial Services, and Contractual and Business Services		\$13,476,359.00		\$13,476,359.00		\$15,093,522.00		\$15,093,522.00
9500.050000.000	State Employer Contributions	Fringe benefits associated with salaries including retirement, health premiums, FICA, unemployment compensation and workers compensation.	\$3,254,988.00	\$30,810,037.00	\$2,436,015.00	\$36,501,040.00	\$3,254,988.00	\$36,047,743.00	\$2,484,735.00	\$41,787,466.00

FY 2020-2021 Agency Accountability Report

Legal Responses:

These responses were submitted for the FY 2020-2021 Accountability Report by the
COASTAL CAROLINA UNIVERSITY

Description	Purpose	Law Number	Jurisdiction	Type	Notes
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.	Not related to agency deliverable	59-101-10	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.	Requires a service	59-101-120	State	Statute	Diploma
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.	Not related to agency deliverable	59-101-150	State	Statute	
Authorization to procure liability insurance at amounts deemed reasonable and necessary to their respective boards.	Distribute funding to another entity	59-101-170	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.	Report our agency must/may provide	59-101-180	State	Statute	
Events recognizing academic and research excellence; the institution may expend funds from approved sources for events which recognize academic and research excellence.	Board, commission, or committee on which someone from our agency must/may serve	59-101-187	State	Statute	
Authorization to establish penalties and bonds for traffic and parking violation by the governing boards of all state-supported colleges.	Board, commission, or committee on which someone from our agency must/may serve	59-101-335	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.	Requires a service	59-101-395	State	Statute	Education
Annual reporting of out-of-state undergraduate student population is required by any public institution of higher education to the governor and legislature.	Report our agency must/may provide	59-101-420	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.	Report our agency must/may provide	59-101-430	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.	Requires a service	59-101-50	State	Statute	Education

**These responses were submitted for the FY 2020-2021 Accountability Report by the
COASTAL CAROLINA UNIVERSITY**

Description	Purpose	Law Number	Jurisdiction	Type	Notes
State appropriations funds restriction; state appropriations shall not be used to provide out of state subsidies to students.	Report our agency must/may provide	59-101-55	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.	Report our agency must/may provide	59-101-610	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.	Report our agency must/may provide	59-101-620	State	Statute	
Annual audit and quality review process allows negotiation with preapproved public accountant firms.	Distribute funding to another entity	59-101-660	State	Statute	
Transaction register of funds and procurement card statement information must be maintained a available for public review on the University's website.	Report our agency must/may provide	59-101-670	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.	Report our agency must/may provide	59-103-15	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.	Report our agency must/may provide	59-103-35	State	Statute	
Endowed Professors Program is established and enables school to retain interest earned by the endowment to be used for endowed professorships.	Board, commission, or committee on which someone from our agency must/may serve	59-104-230	State	Statute	
Determination of Rates of Tuition and Fees	Requires a service	59-112	State	Statute	Education
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.	Not related to agency deliverable	59-136-100	State	Statute	
Coastal Carolina University - Board of trustees. Describes the membership of the Board of Trustees for Coastal Carolina University.	Not related to agency deliverable	59-136-110	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.	Board, commission, or committee on which someone from our agency must/may serve	59-136-120	State	Statute	

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Description	Purpose	Law Number	Jurisdiction	Type	Notes
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.	Board, commission, or committee on which someone from our agency must/may serve	59-136-130	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.	Not related to agency deliverable	59-136-140	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.	Board, commission, or committee on which someone from our agency must/may serve	59-136-150	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.	Board, commission, or committee on which someone from our agency must/may serve	59-136-310	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.	Board, commission, or committee on which someone from our agency must/may serve	59-136-320	State	Statute	
Particulars of bonds; must be negotiable. Specifies the particulars of revenue bonds in terms of series, dates, maturity, etc.	Board, commission, or committee on which someone from our agency must/may serve	59-136-330	State	Statute	
Bonds tax exempt. Specifies that bonds must be exempt from state, county, municipal, and school taxes.	Board, commission, or committee on which someone from our agency must/may serve	59-136-340	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.	Board, commission, or committee on which someone from our agency must/may serve	59-136-350	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.	Board, commission, or committee on which someone from our agency must/may serve	59-136-360	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.	Report our agency must/may provide	59-136-370	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.	Report our agency must/may provide	59-136-380	State	Statute	

**These responses were submitted for the FY 2020-2021 Accountability Report by the
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Description	Purpose	Law Number	Jurisdiction	Type	Notes
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.	Distribute funding to another entity	59-136-390	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.	Requires a service	59-144-10	State	Statute	Education
An Act to make appropriations and to provide revenues to meet the ordinary expenses of state government for the fiscal year beginning July 1, 2020, in the event that the general appropriations act has not been enacted by that date and to regulate the expenditure of such funds.	Not related to agency deliverable	Act 0135	State	Statute	
A joint resolution to authorize the expenditure of federal funds disbursed to the state in the CARES Act, and to specify the manner in which the funds may be expended.	Not related to agency deliverable	Act 0142	State	Statute	
An act to authorize the expenditure of federal funds disbursed to the state in the CARES Act, and to specify the manner in which the funds may be expended.	Not related to agency deliverable	Act 0154	State	Statute	
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.	Report our agency must/may provide	Part 1B 3.1	State	Proviso	
(CHE: LIFE and Palmetto Fellows Enhancement Stipends) Before fall awards are made, to continue eligibility for LIFE and Palmetto Fellows Enhancement Stipends, students shall certify and the institutions shall verify that the students is meeting all requirements as stipulated by the policies established by the institution and the academic department to be enrolled as a declared major in an eligible program and is making academic progress toward completion of the student's declared eligible major.	Report our agency must/may provide	Part 1B 11.10	State	Proviso	

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COASTAL CAROLINA UNIVERSITY**

Description	Purpose	Law Number	Jurisdiction	Type	Notes
<p>(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.</p>	Report our agency must/may provide	Part 1B 11.13	State	Proviso	
<p>(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.</p>	Report our agency must/may provide	Part IB 11.15	State	Proviso	
<p>(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.</p>	Report our agency must/may provide	Part IB 11.16	State	Proviso	
<p>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.</p>	Report our agency must/may provide	Part IB 117.103	State	Proviso	

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Description	Purpose	Law Number	Jurisdiction	Type	Notes
Student fees at the state institutions of higher learning shall be fixed by the respective Boards of Trustees as follows: (1) Fees applicable to student housing, dining halls, student health service, parking facility, laundries and all other personal subsistence expenses shall be sufficient to fully cover the total direct operating and capital expenses of providing such facilities and services over their expected useful life except those operating or capital expenses related to the removal of asbestos. (2) Student activity fees may be fixed at such rates as the respective Boards shall deem reasonable and necessary.	Requires a service	Part IB 117.11	State	Proviso	Fixed student fees
All state agencies must submit an information technology plan and an information security plan for Fiscal Year 2015-16 to the Department of Administration.	Report our agency must/may provide	Part IB 117.110	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.	Requires a service	Part IB 117.16	State	Proviso	Expense reimbursement
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.	Requires a service	Part IB 117.19	State	Proviso	Board per diem
Travel subsistence expenses shall be allowed with provisions.	Requires a service	Part IB 117.20	State	Proviso	Expense reimbursement
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.	Report our agency must/may provide	Part IB 117.21	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.	Report our agency must/may provide	Part IB 117.23	State	Proviso	
A travel report is submitted to the Comptroller General's Office annually.	Report our agency must/may provide	Part IB 117.26	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.	Report our agency must/may provide	Part IB 117.29	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.	Requires a service	Part IB 117.30	State	Proviso	Service fee

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Description	Purpose	Law Number	Jurisdiction	Type	Notes
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.	Report our agency must/may provide	Part IB 117.33	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.	Report our agency must/may provide	Part IB 117.46	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.	Report our agency must/may provide	Part IB 117.47	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.	Requires a service	Part IB 117.54	State	Proviso	Bonuses
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.	Not related to agency deliverable	Part IB 117.58	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.	Report our agency must/may provide	Part IB 117.73	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 submit final audited financial statements to the Comptroller General not later than October first.	Report our agency must/may provide	Part IB 117.78 57	State	Proviso	

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COASTAL CAROLINA UNIVERSITY**

Description	Purpose	Law Number	Jurisdiction	Type	Notes
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.	Report our agency must/may provide	Part IB 117.8	State	Proviso	
Deficit Monitoring; it is the responsibility of each state agency, department, and institution to operate within the limits of its authorized appropriations.	Report our agency must/may provide	Part IB 117.80	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.	Report our agency must/may provide	Part IB 117.83	State	Proviso	
State agencies may implement, in consultation with the Department of Administration, a program to realign resources to include provisions for a separation incentive payment for employees.	Requires a service	Part IB 117.32	State	FY 2019-20 Proviso	Seperation incentive payment
Agency heads may institute a voluntary employee furlough program of not more than ninety days per fiscal year.	Requires a service	Part IB 117.67	State	FY 2019-20 Proviso	Voluntary furlough
In the event of a reduction in force implemented by a state agency or institution, the state agency or institution must comply with Title VII of the Civil Rights Act of 1964 or any other applicable laws.	Requires a service	Part IB 117.69	State	FY 2019-20 Proviso	Antidiscrimination
In the event of a reduction in force implemented by a state agency or institution, the agency head shall be required to take five days furlough in the current fiscal year.	Requires a service	Part IB 117.70	State	FY 2019-20 Proviso	Agency Head Furlough
State supported institutions of higher learning shall not be required to submit certain printed reports and shall instead only submit the documents electronically.	Report our agency must/may provide	Part IB 117.71	State	FY 2019-20 Proviso	
In a fiscal year in which the general funds appropriated for a state agency are less than the general funds appropriated for that agency in the prior fiscal year, or whenever the General Assembly or the Executive Budget Office implements a midyear across-the-board budget reduction, and agency heads institute a mandatory employee furlough program, in determining which employees must participate in the program, agency heads should give consideration to furloughs for contract employees, post-TERI employees, and TERI employees before other employees.	Requires a service	Part IB 117.74	State	FY 2019-20 Proviso	Mandatory furlough

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COASTAL CAROLINA UNIVERSITY**

Description	Purpose	Law Number	Jurisdiction	Type	Notes
In a fiscal year in which the general funds appropriated for a state agency are less than the general funds appropriated for that agency in the prior fiscal year, or whenever the General Assembly or the Executive Budget Office implements a midyear across-the-board budget reduction, and agency heads must make reductions in force, agency heads should give consideration to reductions of contract employees, post-TERI employees, and TERI employees before other employees.	Requires a service	Part IB 117.75	State	FY 2019-20 Proviso	Reduction in Force
During the current fiscal year, whenever classified FTEs become vacant because of employee retirements, it is the intent of the General Assembly that state agencies should realize personnel costs savings of at least twenty-five percent in the aggregate when managing these vacant positions.	Requires a service	Part IB 117.76	State	FY 2019-20 Proviso	Vacancies by retirements
The Coronavirus Aid, Relief, and Economic Security Act, also known as the CARES Act, is an economic stimulus bill in response to the COVID-19 pandemic in the United States.	Distribute funding to another entity	PL 116-136	Federal	Statute	Emergency Financial Aid grants to students
The Coronavirus Response and Relief Supplemental Appropriations Act 2021, CRRSAA, is an economic stimulus bill in response to the COVID-19 pandemic in the United States which provided additional stimulus funding for institutions of higher education and their students.	Distribute funding to another entity	PL 116-260	Federal	Statute	Emergency Financial Aid grants to students
The American Rescue Plan Act of 2021 is an economic stimulus bil passed to speed up the United States' recovery from the economic and health effects of the COVID-19 pandemic and the ongoing recession.	Distribute funding to another entity	PL 117-2	Federal	Statute	Emergency Financial Aid grants to students
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.	Requires a service	Title II	Federal	Regulation	Education
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).	Distribute funding to another entity	Title IV	Federal	Regulation	

FY 2020-2021 Agency Accountability Report
Services Responses:

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Description of Service	Description of Direct Customer	Customer Name	Others Impacted By the Service	Agency unit providing the service	Description of agency unit	Primary negative impact if service not provided
Quality education and quality student experiences	Age: 17 and under - 60+ Gender: All Geographic location: Domestic and international	Coastal Carolina University students		Divisions of Academic Affairs; Intercollegiate Athletics and University Recreation; Student Success, Enrollment Management, and Student Affairs.	Students who are currently enrolled at the University	Less qualified and prepared workforce
Knowledge of resources available for students Office of Student Transitions and Family Programs: Assists new students and their families in their transition and integration into the university community	Age: 17 and under - 60+ Gender: All Geographic location: Domestic and International	Families of Coastal Carolina University students		Office of Student Transitions and Family Programs	Families of students who are currently enrolled at the University	Underprepared CCU students
Members of the general public are invited on the University's campuses for activities, events, and the use of the library	Age: 17 and under - 60+ Gender: All Geographic location: Domestic and international	General public		The entire campus community	Members of the general public who come to campus for activities and events	Closed off campus locations does not promote a unified community negatively impacting philanthropic activities and support of the University.
Office of Veteran Services: Created to better serve the growing veteran and veteran family member population at Coastal Carolina University	Age: 18 - 60+ Gender: All Geographic location: Domestic and international	Veterans		Office of Veteran Services	Veterans making the transition to and enrolled at the University	Limits opportunities for South Carolina and United States Veterans.
Full- and part-time employment, some with benefits	Of full-time faculty, 54% male and 46% female. 63% of instructional faculty are full time.	Employees		Human Resources and Equal Opportunity	1,794 full- and part-time faculty and staff and 1,334 students employed during the Fall 2019 semester.	Higher South Carolina unemployment rates.
Benefits including access to campus events, discounts, insurance, and memberships	Age: 18 - 60+ Gender: All Geographic location: Domestic and international	Alumni		Human Resources and Equal Opportunity and Alumni Engagement	Over 37,000 included in the alumni body	Negatively impacting philanthropic activities and support of the University.
Participation by CCU students in classroom programs and activities	Age: 4 - 19 Gender: All Geographic location: Horry County	Horry County School District		College of Education and Social Sciences	CCU students enrolled in Education programs engage with students in the local school district	Underprepared CCU and South Carolina students

Agency Partnerships Responses:

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Name of Partner Entity	Type of Partner Entity	Description of Partnership
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.
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.
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.
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.
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

**FY 2020-2021 Agency Accountability Report
Reports Responses:**

**These responses were submitted for the FY 2020-2021 Accountability Report by the
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Report Name	Law Number (If required)	Summary of Information Requested in the Report	Most Recent Submission Date	Reporting Frequency	Type of Entity	Method to Access the Report	Direct access hyperlink or agency contact
CAFR	FY 2020-21 Proviso 117.57	Provides annual financial reporting to the Comptroller General's Office	10/1/2020	Annually	South Carolina state agency or agencies	Available on agency's website	https://www.coastal.edu/financeadministration/reports/
CHEMIS Data	South Carolina Code of Laws SECTION 59-112-70 and Section 59-101-620	Data for CHE14 A, B, & C	11/20/2020	Quarterly	South Carolina state agency or agencies	Available on another website	https://www.che.sc.gov/DataPublications/SearchtheCHEDocumentCatalog.aspx
CHEMIS Data	South Carolina Code of Laws SECTION 59-112-70 and Section 59-101-620	Data for CHE14 A, B, & C	9/25/2020	Quarterly	South Carolina state agency or agencies	Available on another website	https://www.che.sc.gov/DataPublications/SearchtheCHEDocumentCatalog.aspx
CHEMIS Data	South Carolina Code of Laws SECTION 59-112-70 and Section 59-101-620	Data for CHE14 A, B, & C	8/18/2021	Quarterly	South Carolina state agency or agencies	Available on another website	https://www.che.sc.gov/DataPublications/SearchtheCHEDocumentCatalog.aspx
CHEMIS Data	South Carolina Code of Laws SECTION 59-112-70 and Section 59-101-620	Data for CHE14 A, B, & C	8/18/2021	Quarterly	South Carolina state agency or agencies	Available on another website	https://www.che.sc.gov/DataPublications/SearchtheCHEDocumentCatalog.aspx
CHEMIS Data for enrollment, identifiers, disbursements, courses, and facilities	South Carolina Code of Laws SECTION 59-112-70 and Section 59-101-620	Data for enrollment, identifiers, disbursements, courses, and facilities	8/18/2021	Quarterly	South Carolina state agency or agencies	Available on another website	https://www.che.sc.gov/DataPublications/SearchtheCHEDocumentCatalog.aspx
CHEMIS Data for completions	South Carolina Code of Laws SECTION 59-112-70 and Section 59-101-620	Data for completions	8/18/2021	Annually	South Carolina state agency or agencies	Available on another website	https://www.che.sc.gov/DataPublications/SearchtheCHEDocumentCatalog.aspx

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Report Name	Law Number (If required)	Summary of Information Requested in the Report	Most Recent Submission Date	Reporting Frequency	Type of Entity	Method to Access the Report	Direct access hyperlink or agency contact
CHEMIS Data for enrollment, identifiers, disbursements, courses, and facilities	South Carolina Code of Laws SECTION 59-112-70 and Section 59-101-620	Data for enrollment, identifiers, disbursements, courses, and facilities	8/18/2021	Quarterly	South Carolina state agency or agencies	Available on another website	https://www.che.sc.gov/DataPublications/SearchtheCHEDocumentCatalog.aspx
CHEMIS Data for faculty	South Carolina Code of Laws SECTION 59-112-70 and Section 59-101-620	Data for faculty	8/18/2021	Annually	South Carolina state agency or agencies	Available on another website	https://www.che.sc.gov/DataPublications/SearchtheCHEDocumentCatalog.aspx
CHEMIS Data for enrollment, identifiers, courses, and facilities	South Carolina Code of Laws SECTION 59-112-70 and Section 59-101-620	Data for enrollment, identifiers, courses, and facilities	8/18/2021	Quarterly	South Carolina state agency or agencies	Available on another website	https://www.che.sc.gov/DataPublications/SearchtheCHEDocumentCatalog.aspx
Clery Report	PUBLIC LAW 101-542 and the Higher Education Act of 1965	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	10/1/2020	Annually	Other	Available on agency's website	https://www.coastal.edu/services/safety_and_security/publicsafety/cleryreports/
Commission on Higher Education Management Information System (CHEMIS) Data	South Carolina Code of Laws SECTION 59-112-70 and Section 59-101-620	Data for enrollment, identifiers, disbursements, courses, and facilities	8/18/2021	Quarterly	South Carolina state agency or agencies	Available on another website	https://www.che.sc.gov/DataPublications/SearchtheCHEDocumentCatalog.aspx
Equity in Athletics Disclosure Act (EADA) Report	Section 485 (G) of the Higher Education Act of 1965	Athletics data that are submitted annually as required by the Equity in Athletics Disclosure Act	12/31/2020	Annually	Entity within federal government	Available on another website	https://ope.ed.gov/athletics/#/institution/search
Institutional Effectiveness Report	Section 59-101-350 of the South Carolina Code of Laws, 1976, as amended	Student Pass rates on professional examinations		Annually	South Carolina state agency or agencies	Available on agency's website	https://www.coastal.edu/iraa/studentdata/professionalexaminations/
Integrated Postsecondary Education Data System (IPEDS)	20 USC 1094, Section 487(a)(17) and 34 CFR 668.14(b)(19)	Institutional characteristics, completions, 12-month enrollment	10/14/2020	Quarterly	Other	Available on another website	https://nces.ed.gov/ipeds/use-the-data

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Report Name	Law Number (If required)	Summary of Information Requested in the Report	Most Recent Submission Date	Reporting Frequency	Type of Entity	Method to Access the Report	Direct access hyperlink or agency contact
Integrated Postsecondary Education Data System (IPEDS)	20 USC 1094, Section 487(a)(17) and 34 CFR 668.14(b)(19)	Student financial aid, graduation rates, 200% graduation rates, admissions, outcome measures	10/14/2020	Quarterly	Other	Available on another website	https://nces.ed.gov/ipeds/use-the-data
Integrated Postsecondary Education Data System (IPEDS)	20 USC 1094, Section 487(a)(17) and 34 CFR 668.14(b)(19)	Fall enrollment, finance, human resources, academic libraries	10/14/2020	Quarterly	Other	Available on another website	https://nces.ed.gov/ipeds/use-the-data
National Collegiate Athletic Association (NCAA) Student-Athlete Graduation Success Rate Report	NCAA Bylaw 3.2.4.5 - Academic Performance Program	Student-athlete completion rates	6/1/2021	Annually	Other	Available on agency's website	https://www.coastal.edu/financialaid/generalinformation/heoa/athleticaidheoadisclosures/
NCAA Financial Reporting	NCAA Bylaw 3.2.4.17 - Operating and Capital Financial Data Report	Reporting on participating sports, coaching and staff salaries, revenues and expenses	1/15/2021	Annually	Other	Available on agency's website	https://www.coastal.edu/media/2015ccuwebsite/contentassets/documents/financeadministration/reports/athleticsprogramreports/Coastal%20Carolina%20University%20NCAA%202020%20-%20FINAL.pdf
Title II	Title II of the Higher Education Opportunity Act (Public Law 110-315)	Education program graduates' aggregate pass rates and single assessment pass rates on state certification assessments	4/30/2021	Annually	Entity within federal government	Available on agency's website	https://www.coastal.edu/iraa/studentdata/titleii/