

<b>AGENCY NAME:</b>	<b>COLLEGE OF CHARLESTON</b>		
<b>AGENCY CODE:</b>	<b>H150</b>	<b>SECTION:</b>	<b>015</b>

**Fiscal Year 2015-16  
Accountability Report**

**SUBMISSION FORM**

<b>AGENCY MISSION</b>	<p align="center">Mission, Vision and Values Honoring the timeless principles of the liberal arts and sciences</p> <p>The College of Charleston is a state-supported comprehensive institution providing a high-quality education in the arts and sciences, education and business. The faculty is an important source of knowledge and expertise for the community, state, and nation. Consistent with its heritage since its founding in 1770, the College retains a strong liberal arts undergraduate curriculum. Located in the heart of historic Charleston, it strives to meet the growing educational demands primarily of the Lowcountry and the state and, secondarily, of the Southeast. A superior undergraduate program is central to the mission of the College of Charleston.</p> <p>As a prominent component of the state’s higher education system, the College encourages and supports research. In addition to offering a broad range of baccalaureate degree programs, the College incorporates the University of Charleston, South Carolina (UCSC), established by state statute in 1992, which serves as a research institution where the graduate and research programs associated with the College are housed. UCSC provides master’s degree programs and anticipates offering a limited number of doctoral degrees should location and need warrant. The College also provides an extensive credit and non-credit continuing education program and cultural activities for residents of the Lowcountry of South Carolina.</p> <p>The College of Charleston seeks applicants capable of successfully completing degree requirements and pays particular attention to identifying and admitting students who excel academically. The College of Charleston serves a diverse student body from its geographic area and also attracts students from national and international communities. The College provides students a community in which to engage in original inquiry and creative expression in an atmosphere of intellectual freedom. This community, founded on the principles of the liberal arts tradition, provides students the opportunity to realize their intellectual and personal potential and to become responsible, productive members of society.</p> <p><i>The Mission Statement (also called the Statement of Purpose) has been approved or revised by the State College Board of Trustees or the College of Charleston Board of Trustees on January 16, 1974; March 12, 1986; January 16, 1991; February 15, 1994; July 13, 2006; July 23, 2014; and August 25, 2014.</i></p>
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<b>AGENCY VISION</b>	See Above
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Please state yes or no if the agency has any major or minor (internal or external) recommendations that would allow the agency to operate more effectively and efficiently.

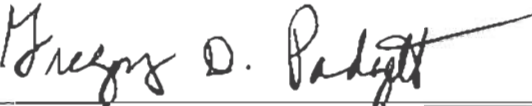
<b>RESTRUCTURING RECOMMENDATIONS:</b>	No
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Please identify your agency's preferred contacts for this year's accountability report.

	<u>Name</u>	<u>Phone</u>	<u>Email</u>
<b>PRIMARY CONTACT:</b>	Stephen C. Osborne	843 953-5574	osbornes@cofc.edu
<b>SECONDARY CONTACT:</b>	Paul D. Patrick	843 953-0879	patrickpd@cofc.edu

I have reviewed and approved the enclosed FY 2015-16 Accountability Report, which is complete and accurate to the extent of my knowledge.

<b>AGENCY DIRECTOR (SIGN AND DATE):</b>	
<b>(TYPE/PRINT NAME):</b>	Glenn F. McConnell

<b>BOARD/CMSN CHAIR (SIGN AND DATE):</b>	
<b>(TYPE/PRINT NAME):</b>	Gregory D. Padgett

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## **AGENCY’S DISCUSSION AND ANALYSIS**

The College of Charleston (hereafter, “the College”), including its component, the University of Charleston, South Carolina, has long been required by its regional accreditor and various secondary accreditors to have a strategic planning process. The current strategic plan was approved by the College of Charleston Board of Trustees in 2009, following a lengthy developmental process that engaged the College’s various constituencies. Minor revisions have been made to the plan since its initial approval, with the most recent revisions made in 2013. The plan is posted at <http://www.cofc.edu/strategicplan/>. The College’s Board also has adopted a diversity strategic plan and a campus master plan, both of which are responsive to the priorities outlined in the College’s strategic plan.

The strategic plan is central to the College’s annual process for budgetary development. All department, school, office, and divisional budget requests must be aligned with one or more of the plan’s ten strategies. Each of the strategies is associated with a prioritized listing of tactics, which is periodically updated. Currently the strategic plan has 94 tactics, a reduction from the original 118 tactics approved in 2009. For each fiscal year, only some tactics receive funding, depending on the resources available for that year.

For the 2015-2016 Accountability Report, the College has once again adapted its strategic plan – consisting of goals, strategies, and tactics -- to align with the state’s new strategic planning template, including the “1.1.1” template for goals, strategies, and objectives. For each objective in the strategic planning template, the College has included a parenthetical reference to the associated strategy and tactic in our strategic plan. For example, a parenthetical reference to “3.2” indicates that the objective is drawn from Strategy 3, Tactic 2, as provided in the College’s strategic plan. In an effort to comply with the suggested number of goals, strategies, and objections, not all components of our internal strategic plan will be referenced in this Accountability Report.

This process of aligning our strategic plan with the State’s Accountability Report and annual budget planning process affords the College the ability to reinforce and manage investment based budgeting that targets specific strategies, tactics, or objectives directly tied to the mission and vision of the College. The administration believes this process is imperative for the College to maintain its viability and excellent academic reputation. The shifting dynamics of the higher education marketplace mandate that institutions fund only those initiatives expected to return value and enhance the learning environment.

While we believe the five fundamental goals of our strategic plan are well guided, the College continues to consider adjustments to our ten strategies and 94 tactics to better position the College for appropriate growth in the coming years. The updates to these strategies and tactics are developed to directly address the shifting demands of our current and potential students. We are developing strategies and tactics aimed at increasing the number of non-traditional students, improving access for transfer students, adding academic offerings outside traditional degree programs, and providing additional opportunities for international students. These revisions will first and foremost be expected to enhance the learning environment and academic reputation of the College, but will also be required to better diversify our revenue model. Any strategic plan is limited by an organization’s ability to finance its goals and the College of Charleston is no different.

In addition to our strategic plan being continually evaluated internally and annually evaluated by the executive and legislative branches of state government, the College is currently in the reaffirmation phase with our regional accreditor. The College is a member of the 2017 reaffirmation class and the College just this month (September 2016) submitted its comprehensive compliance audit. This audit is a full review of our entire strategic plan and campus operation. We will undergo an onsite evaluation in spring 2017.

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Strategic Planning Template

Type	Goal	Item # Strat	Object	Associated Enterprise Objective	Description
G	1			Education, Training, and Human Development	Provide students a highly personalized education based on a liberal arts and sciences core and enhanced by opportunities for experiential education
S		1.1			<b>Enhance the undergraduate academic core</b>
O			1.1.1		Continue to develop select online undergraduate courses and programs and increase on-line SCH by an average of 8% per year through FY2020.
O			1.1.2		Enhance UG academic programs that are strongly linked to the history, traditions, culture and environment of Charleston and the Lowcountry, such as new UG majors in African-American studies and sustainability. There will be an average of thirty programs or specialty events per year through FY2020 with this focus.
O			1.1.3		Develop three new academic programs at the College of Charleston North Campus to offer lifelong learning courses and programs to serve the needs of returning adult learners or non-degree students by FY2020.
S		1.2			<b>Develop and retain a highly qualified and diverse faculty and staff</b>
O			1.2.1		For all ranks and titles, improve salaries of faculty to nationally competitive levels demonstrated as within 45% of our identified peer institutions average.
O			1.2.2		Increase roster faculty lines to enhance diversity, facilitate innovative programs and faculty research, expand opportunities for undergraduate and graduate student research with faculty mentors, and enhance personalized education. This will include an average of two or more new hires per year through 2020 focused on this objective. .
O			1.2.3		Enhance resources for pedagogical innovation, faculty research, and creative activity through the re-establishment of a faculty development center by 2020; incentivize writing and grant proposals by maintaining an average of three hundred fifty writing, grant proposal , and other development workshops or retreats per year through 2020.
S		1.3			<b>Recruit, enroll and retain an academically distinguished, well-prepared and diverse student body</b>
O			1.3.1		Increase the amount of merit-based and need-based scholarship funding from approximately \$15 million to \$20 million by FY2020, largely funded through private sources; some portion should be allocated in accordance with the Diversity Strategic Plan.

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Strategic Planning Template

Type	Goal	Item # Strat	Object	Associated Enterprise Objective	Description
			1.3.2		<i>Investigate best practices for retention at other universities and, as appropriate, implement those practices to significantly increase retention rates for undergraduate and graduate students. The goal is to maintain an overall student retention/graduation rate from fall to fall of a minimum of 85% for all degree-seeking students at the undergraduate and graduate level, respectively.</i>
O					
			1.3.3		<i>In collaboration with community colleges, local businesses, and other organizations, increase overall enrollment by an average of 1.5% per year through FY20 for off-campus UG (including non-degree and returning adults), professional development, graduate and executive-education students at the North Campus and other sites as determined by community needs and resources.</i>
O					
G	2			<b>Education, Training, and Human Development</b>	<b>Provide students the global and interdisciplinary perspectives necessary to address the social, economic, environmental, ethical, scientific and political issues of the 21st century</b>
S		2.1			<b>Recruit, enroll and retain an academically distinguished, well-prepared and diverse student body</b>
			2.1.1		<i>Following the Diversity Strategic Plan, increase diversity of students by an average of 1% per year in under-represented minorities through FY20 - to levels more reflective of the greater community to promote dissemination of ideas and perspectives from varying cultures and life experiences.</i>
O					
			2.1.2		<i>Following the Diversity Strategic Plan, increase diversity of faculty to levels more reflective of the greater community to promote dissemination of ideas and perspectives from varying cultures and life experiences by providing diversity training to a minimum of 20 faculty per year through FY20.</i>
O					
			2.1.3		<i>Following the Diversity Strategic Plan, increase diversity of staff to levels more reflective of the greater community to promote dissemination of ideas and perspectives from varying cultures and life experiences by providing an average of fifteen programs or special events per year through FY20.</i>
O					
S		2.2			<b>Provide up-to-date facilities and infrastructure to enhance academic, co-curricular and extracurricular programs</b>

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Strategic Planning Template

Type	Goal	Item # Strat	Object	Associated Enterprise Objective	Description
O			2.2.1		Build, renovate or maintain 10 classrooms, laboratories, and studios with new technologies that allow for a variety of class sizes and teaching and learning styles by FY 17.
O			2.2.2		Support an academic computing and library infrastructure that enhances the research and teaching missions of the College by increasing the library materials budget by an average of 3% per year through FY20.
O			2.2.3		Expand internet to 1.5GBPS, storage to 110TB +45TB Backup and server capacities to 350.
<b>G</b>	<b>3</b>			<b>Education, Training, and Human Development</b>	<b>Achieve financial stability by creating a new financial model for the College of Charleston</b>
<b>S</b>		<b>3.1</b>			<b>Establish campus wide policies and practices to generate new resources and foster greater self-sufficiency</b>
O			3.1.1		To increase enrollments by an average of 1.5% per year through FY20 at the North Campus and other locations and to generate additional revenues, offer a portfolio of degree programs and lifelong learning and professional development programs, including selective online programs
O			3.1.2		Ensure that tuition rates are determined in amounts necessary to meet operating and strategic goals on an annual basis consistent with inflation as measured by a composite of HEPI and CPI.
O			3.1.3		Launch and execute a national comprehensive fundraising campaign in support of the College of Charleston strategic plan and high-priority philanthropic initiatives, with a goal of raising \$125M from Oct. 1, 2009 to June 30, 2016.
O			3.1.3		Execute fundraising efforts in support of the College of Charleston's strategic plan and high-priority philanthropic initiatives, with an annual goal of \$12M-\$14M in new philanthropic commitments for FY2017.
<b>S</b>		<b>3.2</b>			<b>Collaborate with local, national and international institutions to leverage higher education for a stronger South Carolina</b>

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Strategic Planning Template

Type	Goal	<u>Item #</u> Strat	Object	Associated Enterprise Objective	Description
O			3.2.1		<i>Expand study abroad participation for students through College programs abroad, bilateral and consortium/affiliate agreements. Maintain an average increase of 5% per year student participation in study abroad through FY2020</i>
O			3.2.2		<i>Continue to increase sponsored research dollars by an average of 2% per year through FY20, with enhanced support provided by an expanded Office of Research and Grants Administration</i>
O			3.2.3		<i>Establish an average of one new partnership per year though FY20 with PK-12 schools exemplified by established partnerships with area schools and districts.</i>

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Program Template

Program/Title	Purpose	FY 2015-16 Expenditures (Actual)				FY 2016-17 Expenditures (Projected)				Associated Objective(s)
		General	Other	Federal	TOTAL	General	Other	Federal	TOTAL	
I. Education & General	Represents expenditures in support of the primary mission of the institution which is to provide a high-quality education in the arts and sciences, education and business. Functional classifications for financial reporting are Instruction, Research, Public Service, Academic Support and Libraries, Student Services, Operation and Maintenance of Plant, Institutional Support, and Scholarships and Fellowships.	\$ 17,892,964	\$ 135,477,668	\$ 6,864,376	\$ 160,235,008	\$ 19,944,259	\$ 135,860,168	\$ 7,308,491	\$ 163,112,918	1.1.1, 1.1.2, 1.1.3, 1.2.1, 1.2.2, 1.2.3, 1.3.1, 1.3.2, 1.3.3, 2.1.1, 2.1.2, 2.1.3, 2.2.1, 2.2.2, 2.2.3, 3.1.1, 3.1.2, 3.1.3, 3.2.1, 3.2.2, 3.2.3
II. Auxiliary Enterprises	Represents expenditures of self-supporting operations that provide services and facilities for students. Those operations would include Residence Halls, Food Service, Health Services, Vending, Bookstore, Parking and Athletics.		\$ 39,507,760		\$ 39,507,760		\$ 39,744,015		\$ 39,744,015	
III. Employee Benefits	Employer contributions to employee benefit plans such as retirement, life, health and dental insurance, social security and medicare, workers compensation, and unemployment insurance	\$ 4,696,312	\$ 28,266,489	\$ 566,333	\$ 33,529,134	\$ 5,007,195	\$ 29,263,059	\$ 691,509	\$ 34,961,763	1.1.1, 1.1.2, 1.1.3, 1.2.1, 1.2.2, 1.2.3, 1.3.1, 1.3.2, 1.3.3, 2.1.1, 2.1.2, 2.1.3, 2.2.1, 2.2.2, 2.2.3, 3.1.1, 3.1.2, 3.1.3, 3.2.1, 3.2.2, 3.2.3
		\$ 22,589,276	\$ 203,251,917	\$ 7,430,709	\$ -	\$ 24,951,454	\$ 204,867,242	\$ 8,000,000	\$ -	
					\$ 233,271,902				\$ 237,818,696	



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Performance Measurement Template

Item	Performance Measure	Target Value	Actual Value	Future Target Value	Time Applicable	Data Source and Availability	Calculation Method	Associated Objective(s)
1	student credit hours (SCH) in online courses for academic year	7,717	12,878	14,000	July 1-June 30	CHE official data files	sum of SCH in courses taught online	1.1.1
2	Programs or specialty events linked to the Low Country	38	43	50	July 1-June 30	compilation of counts by Provost's Office	count of programs and specialty events	1.1.2
3	New academic programs at C of C North Campus	3 by FY20	0 (No new programs were added but 1 new concentration was added to BPS program.)	3 by FY20	July 1-June 30	CHE official data files	count of new programs offered at North Campus	1.1.3
4	rank of average faculty salary in group of 20 peers used for salary comparison purposes	12 of 21	12th of 21	12 of 21	Fall IPEDS reporting	IPEDS Human Resources	annual reporting of institutional salaries to IPEDS, compilation of average faculty salary across all ranks for peer group	1.2.1
5	total roster faculty lines occupied	571	574	550	Fall count	CHE official data files	Fall count of occupied faculty lines, including librarians, visitors, and leave without pay	1.2.2
6	faculty supported through recently initiated faculty development initiatives like writing and grant proposal workshops	450	540	500	July 1-June 30	compilation of counts by Provost's Office	count of supported faculty activities involving full-day or multi-day workshops on curriculum development, writing retreats, etc., grants awarded internally at the institutional level	1.2.3
7	financial aid and scholarship funding accepted	\$20M	\$18.9M	\$21M	July 1-June 30	Office of Financial Aid	sum of dollars accepted. We have excluded the following categories of funds found on the financial aid Summary of Awards reports under the Institutional category, given that they are specialized funds and not scholarship/grant funds available for recruiting/retention purposes:  Athletic Grant in Aid Grants & Sponsored Programs Other waivers (Unfunded State Mandates) Miscellaneous Pep Band	1.3.1

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Performance Measurement Template

Item	Performance Measure	Target Value	Actual Value	Future Target Value	Time Applicable	Data Source and Availability	Calculation Method	Associated Objective(s)
8	Overall student retention from fall to fall for all degree-seeking undergraduate	85.0%	86.1%	85%	Fall counts	CHE official data files	retention of all degree seeking undergraduate students from fall to fall semester including those who graduated from the College	1.3.2
9	Overall student retention from fall to fall for all degree-seeking graduate students	85%	87.70%	85%	fall counts	CHE official data files	retention of all degree seeking graduate students from fall to fall semester including those who graduated from the College	1.3.2
10	Undergraduate enrollment at the North campus	570	593	600	Fall count	CHE official data files	Count of number of students taking at least one course at the North campus	1.3.3
11	percentage of student body who report minority status	16.30%	18.00%	18%	Fall	CHE official data files	count of students reported using federal methodology as African American, American Indian/Alaska Native, Asian, Native Hawaiian/Pacific Islander, Hispanic or Two or More Races, divided by total student population including degree and non-degree seeking	2.1.1
12	percentage of undergraduate student body who report minority status	16.60%	18.30%	18%	Fall	CHE official data files	(see above)	2.1.1
13	percentage of graduate student body who report minority status	12.60%	14.70%	15%	Fall	CHE official data files	(see above)	2.1.1
14	Diversity training for faculty	135	139	140	July 1-June 30	Provost's Office	count of faculty attending diversity training workshops	2.1.2
15	Diversity awareness programs, workshops, or events	10	25	30	July 1-June 30	Office of Diversity	total number of OID programs and workshops	2.1.3
16	classrooms upgraded with new technology annually	19	13 completed due to reduced funding	10	July 1-June 30	Information Technology	count provided by Information Technology	2.2.1
17	Library materials budget increase	Avg 3% per year through FY20	\$2,204,391	Avg. 5-6% per year through FY20	July 1-June 30	Library	percentage of annual library materials budget increase year to year	2.2.2
18	Number of Servers	350	365	365	July 1-June 30	Information Technology	count provided by Information Technology	2.2.3
19	Internet Bandwidth	1.5 Gbps	3 Gbps (2Gb commodity, 1Gb Internet 2)	3 Gbps	July 1-June 30	Information Technology	count provided by Information Technology	2.2.3
20	Storage Capacity	110TB+45TB backup	200TB+125TB backup	200TB+125TB backup	July 1-June 30	Information Technology	count provided by Information Technology	2.2.3

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Item	Performance Measure	Target Value	Actual Value	Future Target Value	Time Applicable	Data Source and Availability	Calculation Method	Associated Objective(s)
21	SCH offered at the College of Charleston North Campus	5310	5497.5	5600	Academic Year--Fall, Spring, Summer	CHE official data files	sum of SCH in courses offered at College of Charleston North Campus (does not include courses offered by the Lowcountry Graduate Center or online courses through the North Campus)	3.1.1
22	undergraduate tuition rates in-state	\$10,558	\$11,000	\$11,386	July 1 - June 30	Business Affairs	tuition rates as provided by Business Affairs	3.1.2
23	undergraduate tuition rates out-of-state	\$27,548	\$28,544	\$29,544	July 1 - June 30	Business Affairs	tuition rates as provided by Business Affairs	3.1.2
24a	amounts raised in fundraising campaign	\$125M	\$138.7M	N/A	July 1 - June 30	Advancement Office	amount raised by end of last fiscal year in campaign	3.1.3
24b	amount raised annually	N/A	N/A	\$12-14M	July 1-June 30	Advancement Office	amount raised in a fiscal year	3.1.3
25	study abroad participation	949	1022	1073	July 1 - June 30	Office of International Education	counts of student participation in study abroad opportunities	3.2.1
26	Sponsored research dollars	\$8,700,000	\$5,856,513	\$10,006,801	July 1 - June 30	ORGA	total of sponsored research dollars	3.2.2
27	PK-12 school partnerships	250	254	250	July 1 - June 30	Provost's Office	Count of PK-12 school partnerships established	3.2.3