

Minutes
Academic Affairs Committee Meeting
May 12, 2015
Executive Conference Room – Bond Hall
The Citadel

Members Present: Committee Chair Sam Hines, Brian McGee, Mark Sothmann,
Nancy Muller (ex-officio, non-voting)
Also Present: Sue Summer-Kresse
Absent: Godfrey Gibbison

Hines opened the meeting, with those noted as present, at approximately 2:05 p.m.

Minutes of the January 16, 2015 meeting were approved by unanimous consent without correction, as moved by McGee.

Summer 2015 and Fall 2015 Program Offerings

Muller pointed out enrollment reports supplied in the meeting packet, but numbers were not specifically discussed.

1. All three graduate students completing their “entry” course into Clemson’s MS in Mechanical Engineering program passed and were accepted officially into the program. All of Clemson’s graduate courses offered during the summer are online; hence, three course options are recommended to these students but do not require presence at the LGC. All technical problems during Spring Term – primarily consisting of microphones at Clemson – appear to have been resolved satisfactorily. For Fall 2015, one ME course, Finite Element Analysis, is available in the continued hybrid format, with a Clemson professor again traveling every third week to the LGC location.
2. At its May graduation ceremonies for Project Management, The Citadel presented its first graduate certificate in *Technical Program Management*. Ten more students are already in this newly created track, housed in the portfolio of offerings of the MS in Project Management; all are expected to complete their Certificates by next May.
3. Instruction in the joint program between the College of Charleston and The Citadel offering a MS in Computer and Information Sciences is currently split, with The Citadel faculty resuming their classes at the LGC and the C of C faculty remaining downtown. The LGC offered to arrange for and fully pay to shuttle C of C students to the North Campus for the Summer Terms I and II, as a demonstration of what is feasible. This arrangement is on hold pending the outcome of discussions between the The Citadel and CofC faculty and administrators.

Programs in Development and Pending Launch at the LGC

1. Progress has been made by The Citadel in defining all five, required courses for its new Graduate Certificate in *Child & Adolescent Wellness and Obesity Prevention*, including a course in behavioral sciences from MUSC's recently approved MPH program. This launch is expected in Spring 2016.

2. The Citadel has also made progress in defining all required courses in its new, inter-departmental Graduate Certificate in *Built Environment and Public Health*, including a course in environmental health from MUSC's MPH program and a new graduate course entitled "Healthy Parks – Healthy Communities" from Clemson's Department of Parks, Recreation, and Tourism.

Approval of this graduate certificate, hosted by the Department of Civil Engineering at The Citadel, is imbedded in the collection of new MS degrees being presented for final approval by the Commission on Higher Education in the early Fall. All internal approvals are complete. Pending CHE approval, the new MS degrees in mechanical, civil, and electrical engineering are anticipated to be offered beginning Fall 2016. However, Hines was not sure if The Citadel would have the teaching resources to also offer evening graduate engineering classes at the LGC for working students in these new programs, adding that a substantial investment is being made on The Citadel's campus for classroom and lab equipment and software for teaching mechanical engineering. The requirements differ for Project Management Engineering.

3. South Carolina State University reports that it is "on track" to add its new MBA concentration in Health Services Management, now slated to be offered at the LGC beginning Spring 2016. Sothmann commented that its Executive MHA targeted to senior hospital administrators, both online as well as F2F, has capped enrollment. He believes that the MBA is a better route for those aspiring to management ranks in healthcare because it is more general.

Muller organized a meeting at the LGC in late March between Ethel Jones, Department Chair of Family and Consumer Sciences, housing its MS in Nutritional Sciences, at SCSU, and Kelley Martin, Dietetic Internship Director at MUSC Hospital, to explore avenues for collaboration between the two. Sothmann commented that there is a limited number of internships, and there is already an ample supply of graduates coming from Clemson and Winthrop needing their internships in the field to obtain their RD certification. At a national level, the Academy has not resolved this issue. In SC, in particular, need remains for greater diversity among RDs, especially for non-urban schools and residential healthcare facilities.

4. In March at Boeing's Educational Fair, USC announced eight graduate degrees and certificates in engineering as part of the *SC Smart Education Collaborative* which was first funded in 2002 by the State Legislature. -Although the LGC is listed as an

instructional site for these programs, Muller has not been contacted for such arrangements and to date, none of the courses is scheduled at the LGC. She learned from USC Engineering Dean Tony Ambler that most of the courses are available online. She will continue to seek information.

Sothmann said that the LGC needs to direct its program priorities by input from employers across the Lowcountry. Muller agreed and directed the Committee to view the composition of the three new advisory councils she aims to form this year for the LGC, beginning this summer with an Advisory Council on Advanced Manufacturing and Engineering Services. McGee commented that these sectors – Advanced Manufacturing and Engineering Services, K-12 Education, and Healthcare Services – are the right ones for the LGC's focus.

Financial Status and FY 2015-2016 Preliminary Budget Proposal

For the current FY 2014-2015, the LGC's Board subcommittee chaired by Allison Dean Love succeeded in early April to resolve with the College of Charleston how to split lease costs of the North Campus the two share. The LGC agreed to pay the C of C 30% of total occupancy costs, including base lease, other lease payments such as utilities, repairs, and landscaping, and non-lease, shared expenses such as telephone, IT supplies, and office supplies. Muller pointed out in the financial document prepared for the Committee that, based on full year estimates generated at the time of negotiations in February and March, this 30% translates into \$378,331 in total occupancy expense to be covered this year. This compares to \$331,996 in the revised budget approved by the LGC Board at its October 2014 meeting. Still remaining is to devise a methodology for allocating such expenses, moving forward.

Muller therefore directed the group to her preliminary budget proposal for FY 2015 – 2016, applying the 30% factor to actual occupancy expenses escalated by 3%, noting that utilities, for example, are running higher than originally estimated by the College of Charleston last September for the North Campus. Muller pointed out that the LGC's share of lease payments therefore jumps from \$352,950 to \$383,778, raising the LGC's share of total occupancy costs from \$378,331 to \$402,203 next year. In this proposed budget, she has increased advertising to grow awareness of the LGC among young, working professionals and boosted spending on program development to help subsidize the marketing costs of launching programs. Further refining the segregation of staff and adding a new hire devoted to social media, plus use of a year-round, part-time graduate assistant, results in a net increase in personnel costs from \$449,104 to \$521,093. Although the recurrent funding of \$785,099 has no automatic escalation factors attached to it, she assumed a 3% increase for budgeting purposes in personnel costs, both salaries and fringe benefits. Loading these kinds of expenditures into the financial statement results in a projected deficit for FY 2015-2016 of \$311,703 and thus further reduction in carryover funds that will already have been reduced by \$79,601, or to a balance of approximately \$700,000 at the end of this fiscal year. At this rate, she noted, the

carryover funds will be consumed in roughly two years. Non-recurrent monies stemming from the one-time \$300,000 received this year for the web site and related marketing support are already restricted.

McGee asked Muller to prepare notes, before the current fiscal year ends, of her calculations of occupancy expenses shown in columns 3 (Full Year Estimated FY 2014-2015) and 4 (Proposed FY 2015-2016 Budget) in the referenced table and send them to Steve Osborne to confirm that the LGC is “in sync” with the C of C on these numbers. McGee believes the College is willing to enter into a one-year “sublease agreement” with the LGC as its sub-tenant on the North Campus. This will allow such matters to be in writing.

Sothmann said that an increase in recurrent funding from the Legislature for the LGC is unlikely. In the interest of conserving funds, Hines suggested that the new program “grants” be scaled back in dollar amounts. McGee suggested scaling back personnel cost escalations from 3% to 2%.

It was suggested that Muller assemble the marketing heads for each of the three member institutions to advise her on how best to utilize marketing funds, with the primary goal of generating enrollment growth at the LGC.

Strategic Planning Task Force

Rather than present a recommended process for undertaking strategic planning at this time, the Strategic Planning Task Force is recommending to the Academic Affairs Committee that the majority of time at the June Board meeting be devoted to a full board discussion of the strategic issues and considerations facing the LGC. It suggests that following the June Board meeting, the LGC Board members from each institution and the LGC Director discuss the vision for the LGC with the respective presidents, beginning with President McConnell.

Market Research Report

In closing, Muller pointed out highlights from the recently completed market research undertaken by The Riley Institute of the College of Charleston for the LGC of prospective graduate students in the area’s workforce, referencing the report in the meeting’s packet:

- Comparatively **strong brand equity of The Citadel’s name** as a highly preferred institution for graduate degrees
- **Strong potential demand for graduate programs:** Half (49%) are already considering returning to school for a graduate degree and an additional third (33%) are considering it at some future time

- **Minimal awareness of the LGC** by prospective graduate students working full-time throughout Metro Charleston in the three target sectors for program offerings at the LGC
- **A strong preference for hybrid, or blended format of instruction** – both the opportunity for relationship-building and networking for learning from classmates with rich work experience and the convenience of some online access to content, over either F2F or asynchronous online instruction
- A significant interest in **business management** and management in general as a focus of study for career aspirations

Adjourned at 4:00 p.m.