Foundation Board Report

George W. Hynd
August 23, 2013
Foundation Board Report

- Managing Enrollment
- College of Charleston – MUSC
Managing Enrollment

Today & Tomorrow
Freshmen Admissions

- 12,045 applications for the fall 2013
- In-state 4,557 (Yield = 39.7%); Out-of-State 7,488 (Yield = 18.2%)
- Class of 2017 = 2,127 (est.)
- First year retention rate = 81%

![Freshmen Applications Over Time](chart.png)
Freshmen Admissions: Fun Facts

Come From
- South Carolina
  - Mt. Pleasant, Charleston, Columbia, & Greenville
- 44 different states
  - GA, NC, NJ, NY
- 9 different countries
  - Germany, China, Brazil

Distinguishing Facts
- Nine sets of twins
- 7 Eagle Scouts
- Irish World Dancing competitor
- Junior Olympic Sailor
- 5 National Merit Scholars
- Highest SAT = 1600
- 20 Valedictorians
- 23 Salutatorians
- Of the above 43, 41% are students of color
Enrollment Challenges

- Cost of college
  - Increased need for scholarships

- Increased institutional competition for students

- Demographic shifts
  - Reduction in number of high school graduates nationally
  - Families undergoing change (delaying marriage, children)
  - More women than men graduating from college ~ 60%
  - More women employed than men

- College students increasingly older (40% 24 years or older)
- Increasingly “minority”
  - By 2019-20, 45% of high school graduates will be non-white
  - By 2042 “minority majority” (five states now)

- Socioeconomic backgrounds matter
  - Students from disadvantaged backgrounds – Career-oriented majors
  - Students from more privileged backgrounds – Liberal arts
Meeting Enrollment Challenges

- Monitor application/enrollment trends
- Investment in marketing our value proposition to emerging populations
- Investment in strategic recruiting
- Build on strengths and diversify offerings, location & delivery methods to meet emerging opportunities
  - North Campus
  - Distance and online education
- New programs of distinction
  - Bachelors of Professional Studies
  - Archeology
  - Exercise Science
  - Dual MBA/JD with CSOL
  - African American Studies
  - Finance
  - Economics
  - Logistics & Supply Chain Management
  - Neuroscience
- Investment in facilities critical
Campus Master Plan – Phase One

PHASE ONE

1 Existing Science & Math Building – Build-out *
2 Rita Hollings Science Center Renovation *
3 Simons Center for the Arts Renovation*
4 Yaschik Arnold Jewish Studies Expansion *
5 350-Bed Residence Hall *
6 Learning Technology Center
7 Fitness Center / Mixed Use *
8 Alumni Center / Meeting Space
Learning Technology Center
Learning Technology Center

Key Features of a Learning Technology Center

- Multi-purpose, technology rich
- Connects information, technology & teaching
- Supports student-driven collaborations & activities
- Supports faculty teaching initiatives with technology
- Features open design with flexible spaces
- Enables smooth transitions to new technologies
PHASE TWO
9 Honors College (Admissions ground level)
10 EHHP Renovation (Silcox Center)
11 Athletics
12 Business School Expansion
13 Student Health Services
14 Academic Building – General Classroom
15 Academic Building – Classroom Upgrades
16 125-Bed Residence Hall (Craig Hall)
17 Stern Student Center Renovation / Expansion
The Path Forward

- Enrollment management is critical to the future of the college
- The college likely needs to grow to meet evolving demand and serve a changing student body
- A need exists to increase revenue from non-state sources
  - Grants & contracts
  - Fee-based programs
  - Executive & professional development programs
  - Philanthropy
  - Philanthropy
  - Philanthropy
Collaboration/Merger Discussions
MUSC: By the Numbers

- Founded 1824 (1770)*
- Six Colleges (e.g., Medicine, Nursing, Pharmacy) (8 Schools)
- Undergraduate Students 210 (10,500)
- Undergraduate Degrees 2 (62)
- Grad. Students: 2,515 (1,220)
- Graduate Degrees 23 (19)
- % of Students In-State 73% (63%)
- % of Women Students 62% (64%)
- Students Mean Age 25 (22.7)
- Faculty: 1,427 (550 + Adjuncts)
- Research Grants $174M ($8M)
- State Support $86M (4%) ($19M; 8%)

* College of Charleston
History of Merger Conversations

- 1824
- 1968
- 1973
- 1975-1978
- 1981-1982
- 1991-1992
- 1995
- 1998-2000
- 2013

July 15, 1975

Mr. F. Mitchell Johnson  
Chairman  
State College Board of Trustees  
Frost, Johnson, Read and Smith, Inc.  
P. O. Box 640  
Charleston, South Carolina

Dear Mr. Johnson:

The Board of Directors of the Charleston Trident Chamber of Commerce, since March 1968, has been on record as supporting the concept of a University System for the Charleston Trident area. The need for such a system, designed to meet the needs of a growing coastal South Carolina was established on the basis of the report entitled, "Charleston Area Needs for Higher Education," by the firm of Creasey, McCormick and Padget.

During recent months, members of our board have received two status reports on this proposal. The latest of these reports was heard on May 22, 1975. This presentation was made by Dr. John Zemp.

At our board meeting on June 26, 1975, it was decided that we should reaffirm our endorsement for this proposal and convey these views to you and other members of your Board of Trustees. Along with this endorsement, we encourage the members of your board to proceed as quickly as possible toward making this University System become a reality.

Yours very truly,

Avram Kronberg  
President

cc: Dr. William McCord  
Senator Allen R. Carter, Sr.  
President Theodore S. Stern  
Dr. John Zemp
Committee on Collaboration (Expanded)

**Purpose:** To explore existing and future collaborations that build on each institution's strengths

**Membership**
- **College of Charleston**
  - Dan Ravenel, Trustee
  - Demetria Clemons, Trustee
  - George W. Hynd, Provost & Executive Vice President for Academic Affairs
  - Steve Osborne, Executive Vice President for Business Affairs & CFO
- **Medical University of South Carolina**
  - E. Conyers O'Bryan, Jr., Trustee
  - William B. Hewett, Trustee
  - Mark S. Sothmann, Vice President for Academic Affairs & Provost
  - Lisa P. Montgomery, Executive Vice President for Finance & Operations
- **Charleston Metro Chamber of Commerce**
  - Chris Fraser, Chairman-Elect
  - Bryan Derreberry, President & CEO
  - Mary Graham, Senior Vice President for Business Advocacy
Current Collaboration with MUSC

- Student Advising
- Undergraduate Research at MUSC
- Cross-appointed Faculty
- Research & Teaching Collaborations
  - Biology
  - Chemistry
  - Mathematics
  - Physics
  - Neuroscience
  - Other
    - E.g., Health & Human Performance, Child Life, etc.
- Joint Grant/Fellowship Programs
SSM CofC / MUSC Collaborations

- College of Charleston – Students going to Medical School
  - 2010: 47 (students accepted to medical school), 22 (to MUSC)
  - 2011: 41
  - 2012: 44
  - 2013: 57

- MUSC Faculty Teaching/Advising CofC Students: 11

- CofC Faculty Advising MUSC Students: 11

- CofC & MUSC Faculty Collaborations: 13 – 27

- Undergraduate Research Collaborations: 20

- External Funding: 2
6 X 6 + 2 Task Force
(August)

CofC
- Beverly Diamond, Senior Vice Provost & Co-Chair
- Steve Osborne, Executive Vice President & CFO
- Michael Auerbach, Dean School of Sciences & Mathematics
- Joseph Kelly, Professor & Former Speaker of the Faculty
- Rene Mueller, Professor & Director, International Business Program
- Robert Perkins, Associate Professor & Chair, Academic Planning Committee

MUSC
- Darlene L. Shaw, Associate Provost for Education & Student Life & Co-Chair
- Lisa P. Montgomery, Executive Vice President for Finance & Operations
- Charles F. Bratton, Assistant Professor, Department of Surgery (Faculty Senate)
- R. Layton McCurdy, Distinguished University Professor & Dean Emeritus, College of Medicine
- Perry V. Halushka, Professor & Dean, College of Graduate Studies
- Suzanne E. Thomas, Associate Professor, Director of Institutional Effectiveness
Purpose

“To examine organizational models where a college/university and medical university have formally merged or worked productively through an effective and formalized collaboration structure to the benefit of each institution.”

Charge

“The committee is charged with reviewing and critically evaluating examples of mergers and collaboration structures that have emerged in the recent past. Some analysis is expected as to what academic or fiscal roadblocks may have existed and how they were overcome.”

“Recommend two or three sites that might be worth visiting to delve more deeply into how the participating institutions navigated their coming together for their greater benefit.”
Next Steps

September 1
- White Papers due from CofC-MUSC 6x6+2 and Metro Chamber Groups
- White Papers serve as pre-reading for September 10 & 17 meetings

September 10 & 17
- Larger group of faculty (CofC & MUSC) meet to determine collaborative needs in targeted areas

October/November
- CofC/MUSC/Chamber Meeting
- Working group presentations
- Visitation to pertinent sites
- Further develop the preferred “go to” organizational structure

Areas of Potential Interest
- Neuroscience
- Public Health
- Biomedical Informatics/Computer Science
- Biomedical Science/Physics
- Marine Biology
- Psychiatry/Psychology
- B.S. in Health Care
Relevant Documents

- SC Code of Laws
  - General Higher Education (T59; Ch.101)
  - MUSC (T59; Ch.123)
  - CofC (T59; Ch.130)
  - State Commission on Higher Education (T59; Ch.103)

- Legislation to Expand Doctoral Offerings (H. 5051)

- CHE – Procedures & Policies for New Academic Programs

- CHE – Policies & Procedures for New & Revised Mission Statements

- Current CofC & MUSC Mission Statements

Enabling Legislation/Agreements

- Rutgers University & University of Medicine & Dentistry
- University of Toledo & Medical University of Ohio
- IUPUI
- Washington DC Consortium
- William & Mary - EVMS
Charleston Metro Chamber of Commerce
Transforming the Region’s Economy

- Shift in past two decades
  - From – Military-defense economy
  - To – Significantly more diversified
    - Anchored around Port of Charleston
    - Visitor industry
    - Health care industry
    - Manufacturing
    - Military
- Region now in direct global competition
- “The region has an unprecedented opportunity ahead…”

“Innovation – primarily through the invention, development and profusion of new technologies – is the fundamental source of economic progress. .. The professional STEM economic of today is closely linked to graduate school education and maintains close links with research universities.” (Brookings Metropolitan Policy Program on STEM)

**Conclusion:** “The region must find a way to significantly expand the undergraduate, graduate and advanced degree offerings in the areas of most demand – engineering, IT and computer technology – if it wants to build a strong economy for the future.”
Employer Survey of Higher Education Needs

Hiring Plans Over the Next Two or Three Years (Occupations)
- Accounting
- Assemblers & Fabricators
- Computer Engineer
- Computer Programmer
- Electrical Engineer
- Electrician, Manufacturing
- Engineering Technician
- Finance
- IT Support
- Mechanical Engineer
- Network/IT Administrator
- Operations Manager/Supervisor

“Employers indicated the majority of their hires would require a certificate, associates degree or bachelor’s degree. Half indicated they would hire occupations requiring a Master’s or Ph.D.”

Facts
- 87 of nation’s top metro regions have either a research institution or accredited engineering program
- IT/Computer Jobs Growth (2010-2012)
  - Charleston 31%
  - South Carolina 13.7%
  - United States 9%
- Population Growth (2000-2012)
  - Charleston 27%
  - South Carolina 17.7%
  - United States 11%
CofC Degree Possibilities

- 3 + 2 Engineering Degree with Clemson University
- Masters of Business in Engineering (MBE)
- B.A./A.B in Supply Chain Management
- Others?
Questions